

TOWN REPORT

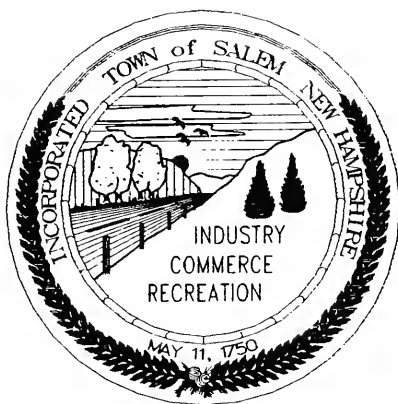
SALEM, NEW HAMPSHIRE



1994

TOWN REPORT

SALEM, NEW HAMPSHIRE



1994

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TOWN OFFICERS

1994

ELECTED OFFICIALS TERM EXPIRES

Selectmen - Three Year terms

Robert J. Campbell, Chairman	1996
Everett P. McBride, Jr., Vice-Chairman	1996
George P. Jones, III, <i>Secretary</i>	1997
Harold W. Berry	1995
Robert L. Ellis	1997

Town Clerk - Three Year Term

Barbara Lessard	1996
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Tax Collector - Three Year Term

Jacqueline Gucciardi	1996
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Treasurer - Three Year Term

Cheryl Bolouk	1996
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Moderator - Two Year Term

Laurence Belair	1997
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Library Trustees - Three Year Terms

Richard O'Shaughnessy, <i>Chairman</i>	1995
Rosemarie Hartnett	1997
Bertice Woodbury	1996

Library (Appointed by Trustees)

Eleanor Strang, *Director*

Supervisors of the Check List - Six Year Terms

Janice Habib	1996
Sheila Murray	1998
Joan Sabatini	2000

Budget Committee - Three Year Terms

William Rudd, <i>Chairman</i>	1997
Stephen Campbell	1997
Harley Featherston	1995
Roland Maher	1996
Earl Merrow	1996
Brenda Sack	1995
Bernard Campbell, <i>School Board Rep.</i>	
Fred Kruse, <i>Alternate School Brd. Rep.</i>	
George P. Jones, III, <i>Selectmen Rep.</i>	
Robert L. Ellis, <i>Alt. Selectmen Rep.</i>	

Trustees of the Trust Funds - Three Year Terms

Harley Featherston, <i>Chairman</i>	1995
Thomas Eden	1996
Terrence Gerlich	1997

APPOINTED OFFICIALS TERM EXPIRES

Conservation Commission - Three Year Terms

Michael J. Lyons, <i>Chairman</i>	1995
William Bradford	1997
Thomas Campbell	1997
Doris Levesque	1996
Earl Merrow	1996
William Schultz	1995
Thomas Aiello, <i>Alternate</i>	1997
Theodore Hatem, <i>Alternate</i>	1996
George P. Jones, III, <i>Selectmen Rep.</i>	

Council on Aging - Three Year Terms

Kathy DiGregorio, <i>Chairman</i>	1996
Shirley Bennett	1997
Daniel Breton	1995
Robert Castricone	1995
Delbert Downing	1997
Doris Flaherty	1995
Jane Higgins	1997
Pat Keegan	1996
Sandra Merrill	1996
Stephanie Micklon	1995
Ann St. Hilaire	1996
Everett P. McBride, Jr., <i>Selectmen Rep.</i>	

Fair Hearing Committee, Three Year Terms

Ethel Fairweather	1997
Coletta Ginnard	1997
Anne Priestley	1997
Robert Loranger, <i>Welfare Administrator</i>	

Highway Safety Committee - Open Terms

Stephen Mac Kinnon, <i>Police Chief</i>	
Alan Gould, <i>Police Captain, Chairman</i>	
John Boudreau, <i>Police Captain</i>	
Dennis O'Brien, <i>Police Lieutenant</i>	
Robert Stanley, <i>Police Safety Officer</i>	
John Nadeau, <i>Fire Chief</i>	
George Sealy, <i>Public Works Director</i>	
Robert L. Ellis, <i>Selectmen Rep.</i>	

Historic District Commission - Three Year Terms

Edith Desrosiers, <i>Chairman</i>	1997
Louise Ackerman	1997
Beverly Glynn	1996
Carol McShane	1997
Donna Smith	1995
Harold W. Berry, <i>Selectmen Rep.</i>	

APPOINTED OFFICIALS TERM EXPIRES**Housing Authority - Five Year Terms**

Delbert Downing, <i>Chairman</i>	1995
Doris Beshara	1996
Patricia Keegan	1997
Arnold Priestley	1999
Patricia Weber	1998
Diane Kierstead, <i>Executive Director</i>	
Everett P. McBride, Jr., <i>Selectmen Rep.</i>	

Museum Committee - Open Terms

Edith Desrosiers, <i>Chairman, Historic Dist. Rep.</i>	
Louise Ackerman, <i>Historic District Rep.</i>	
Beverly Glynn, <i>Historic District Rep.</i>	
Ernest Mack, <i>Historic Society Rep.</i>	
Carol McShane, <i>Secretary</i>	

Planning Board - Three Year Terms

Bernard Campbell, <i>Chairman</i>	1997
Emil Corrente	1997
John P. Lukens	1996
Thomas Pappalardo	1995
Clifford Sullivan	1995
David Bridge	1996
Robert L. Ellis, <i>Selectmen Rep.</i>	

Recreation Advisory Committee - Three Year Terms

Stephen Kniaz, <i>Chairman</i>	1997
Gardner Chase	1996
Edward Gabriel	1996
David Johns	1997
Nancy Stickney	1995
Donald L. Packard, <i>Alternate</i>	1997
Tammy M. Perron, <i>Alternate</i>	1995
Jay Santagate, <i>Alternate</i>	1996
Fred Kruse, <i>School Board Rep.</i>	
Harold W. Berry, <i>Selectmen Rep.</i>	

Zoning Board of Adjustment - Three Year Terms

Phil DeRosa, <i>Chairman</i>	1995
Francis Champoux	1997
Edith Desrosiers	1995
John Doyle	1996
Edward Huminick	1997
Catherine E. Barrett, <i>Alternate</i>	1996
Keith DeSantis, <i>Alternate</i>	1995
Gerald Forcier, <i>Alternate</i>	1995
Kelley O'Neil, <i>Alternate</i>	1997
Joseph E. Scionti, <i>Alternate</i>	1996

District Court

Robert D. Marshall, <i>Justice</i>
Urville J. Beaumont, <i>Special Justice</i>
Michael E. Jones, <i>Special Justice</i>

David S. Wajda, *Clerk of Court*
Naomi M. Ireland, *Deputy Clerk*
Brad Mulhearn, *Youth Officer*

TOWN DEPARTMENTS**Town Manager**

David B. Tilton, Sr., *Interim Town Manager*
Maureen E. Rhodes, *Executive Secretary*

Assessing

Normand Pelletier, *Chief Assessor*
Catherine Arseneault, *Deputy Assessor*
Joyce Desrosiers, *Assessing Clerk*
Rosemarie Burton, *Assessing Clerk*

Building

Samuel Zannini, *Chief Building Official*
Warren Winter, *Building Official*
George Maihos, *Building Official*
Rosemarie Hartnett, *Administrative Secretary/*
Agent, Board of Adjustment

Data Processing

John Bernard, *Data Processing Manager*
Karen Landry, *Program Analyst*

Engineering

Edward J. Blaine, Jr., *Engineering Director*
James Brown, *Senior Engineer*
Joseph Chamberlain, *Senior Engineering Tech.*
Shirley Begg, *Temporary Clerk*

Finance

Frances Bernard, *Finance Director*
Cheryl Bolouk, *Assistant Finance Director*
Robert Blanchette, *Accounts Receivable Clerk*
Patricia Gaddis, *Utility Clerk*
Susan Galvin, *Accounts Payable Clerk*
Jean Mayo, *Utility Clerk*
Rena Webster, *Payroll Coordinator*

Fire

John R. Nadeau, *Fire Chief, Emer. Mgmt. Dir.*
Michael Roberts, *Fire Marshal*
Arthur Barnes, *Training/Operations Officer*
Daniel Breton, *Captain*
Kevin Campbell, *Captain*
Kevin Kimball, *Captain*
James Stone, *Captain*
Patsy Dreyer, *Administrative Secretary*

Health

Suzanne Doucette, *Health Officer*

Town Departments (Cont.)

Human Services

Robert Loranger, *Welfare Administrator*
Maureen Sullivan, *Administrative Secretary*

Personnel

Anne K. Priestley, *Personnel Assistant*
Ginni Johnson, *Receptionist*

Planning

Ross A. Moldoff, *Planning Director*
Lydia Esmel, *Administrative Secretary*

Police

Stephen Mac Kinnon, *Chief of Police*
John Boudreau, *Captain*
Alan Gould, *Captain*
Joyce Crocco, *Administrative Secretary*

Public Works

George Sealy, *Director of Public Works*
William Duma, *Operations Superintendent*
Robert Dennis, *Supt. Parks & Properties*
Daniel Pacheco, *Supt. Utilities*
Paul Weed, *Animal Control Officer*
Walter Ciblowski, *Solid Waste Foreman*
Alice LaValley, *Administrative Secretary*

Town Departments (Cont.)

Purchasing

Marilyn Pearson, *Purchasing Coordinator*

Recreation

Julie Kamal, *Recreation Coordinator*
Esther Lucey, *Clerk*

Senior Center

Sally Sweet, *Senior Citizens Coordinator*
Frances Berube, *Van Driver*
Lois Kurgan, *Clerk*
Esther Lucey, *Clerk*

Tax Collector's Office

Jacqueline Gucciardi, *Tax Collector*
Patricia Carter, *Deputy Tax Collector*
Toni Sullivan, *Clerk*

Town Clerk's Office

Barbara Lessard, *Town Clerk*
Mary Fawcett, *Deputy Town Clerk*
Jill Edgecomb, *Clerk*
Ruth Hayes, *Clerk*
Barbara LaPointe, *Clerk*

BOARD OF SELECTMEN



*Standing: Robert L. Ellis, Harold W. Berry, Seated: George P. Jones, III
Robert J. Campbell (Chairman), Everett P. McBride, Jr.*

David B. Tilton, the senior member of the Board retired after 9 years of service. Robert Ellis was elected to the Board at the March 1994 election.

The Board of Selectmen continued to meet weekly, alternating work sessions with regular meetings. The Board updated its list of priorities and continued to work with the Town Manager to achieve them. Major events of the year included:

- The Water Treatment Plant is under construction and will be filtering Salem's water in the summer of 1995.
- The hydrogeological study has led to determination of well-head protection and water shed protection areas to protect our water supplies. The application for State designation of the areas will be considered by the State in 1995.
- The Town Meeting did not approve either the solid waste recycling facility at the transfer station or curbside collection of solid waste. The issues will be considered again at the 1995 Town Meeting. Salem must start town-wide recycling by January 1, 1996 to meet the Massachusetts requirements where our solid waste is delivered.

Town Manager Barry Brenner resigned to accept the position of City Manager in Lebanon, New Hampshire. "Selectman Emeritus" David Tilton is serving as interim Town Manager until the position is filled, which is expected in early 1995.

Police Chief James Ross retired on April 1 after serving Salem well for many years. Chief Stephen Mac Kinnon arrived in Salem from Exeter, New Hampshire to lead the department.

The year saw the untimely passing of several individuals who served Salem with dedication. The service and contribution to the community of Richard A. Willis, Henry J. Potvin, Donald L. Roulston, Charles J. Lavoie, Richard N. McDonald and Kelley P. Dahood will be remembered.

Respectfully submitted,

Robert J. Campbell
Chairman

DEDICATION



Richard A. Willis, retired Town Treasurer, passed away on March 22nd. Mr. Willis was the Town Treasurer for 25 years before retiring in 1983. Additionally, Mr. Willis served as Acting Town Manager in 1970 while also serving as the Town Accountant. Henry J. Potvin passed away on December 18th. Mr. Potvin was a former member of the Board of Selectmen during the 1980's. Donald L. Roulston passed away on September 20th. Mr. Roulston served the Town as a Budget Committee Member as well as former Town Moderator. Charles J. Lavoie passed away on July 24th. Mr. Lavoie, a long time resident of Salem, served the Town as a volunteer firefighter during the years when Salem had both volunteer and permanent firefighters. Richard N. McDonald passed away on December 15th. Mr. McDonald was a former Police Officer with the Salem Police Department. Kelly P. Dahood passed away on November 12th. Mr. Dahood served the Town through his membership on the Budget Committee, as well as serving on the citizen committee for the selection of Town Manager prior to the hiring of recently departed Barry M. Brenner. Prior to his death, Mr. Dahood was President of Salem's first Bank, Salem Cooperative. In recognition of the dedication and caring of these fine public servants, the Board of Selectmen has dedicated this Annual Report to their memories.

TOWN MANAGER

The accomplishments of the Town in 1994 are detailed in the report of the Board of Selectmen, as well as the reports of various Town Departments. These accomplishments are due to the dedicated efforts of the Board of Selectmen, the Town's Boards, Committees, and Commissions, and the men and women of all Town Departments that provide the services to our community. Many of the priorities previously established in 1993 by the Board of Selectmen were completed during 1994. The Board of Selectmen continues to work with the Town staff establishing additional priorities that will continue to provide Salem with a positive future.

1994 saw the resignation of two key employees and the appointment of another. In April Police Chief James E. Ross retired from the Salem Police Department. In October, Town Manager Barry M. Brenner resigned to accept a position as City Manager in Lebanon, New Hampshire. Prior to his leaving, Mr. Brenner appointed a new Police Chief. In August, after a considerable screening process, Stephen B. Mac Kinnon was appointed. Formerly the Exeter Police Chief, Mr. Mac Kinnon has brought with him considerable experience, professionalism and a strong commitment to continue the effectiveness and efficiency of the Salem Police Department, which will build upon the efforts already established by retired Police Chief James E. Ross.

In March 1994, Town Meeting approved the bond appropriation to construct the Water Treatment Plant at Canobie Lake. Once completed, this effort will bring the Town of Salem into compliance with the Federal Safe Drinking Water Act. 1994 Town Meeting also passed the bond appropriation for the reconstruction of Old Rockingham Road, Pleasant Street, Lake Street and Salem Street. Additionally, Town Meeting approved a signage program, which has proven effective based on the positive response of visitors to Salem.

1994 saw the continuation of the six-year capital improvement program which is one of the community's most important physical and financial planning tools. The Town Road Improvement Program continued with the reconstruction of Cross Street and the paving of Town Farm Road, Bluff Street Extension, McLaughlin Avenue, Riverdale Avenue, and Kimball Avenue.

As our local economy improves, Salem has seen an increase in residential and commercial development. Residential development has reached a height not seen since the 1980's. Commercial development will continue to significantly add to our community's property base bringing new jobs and property tax revenue.

Probably the Town's greatest challenge in 1994 was to remain within the 1994 Budget appropriation level available. For 1994 we concluded the year without exceeding our Budget appropriation. This could only have been accomplished through the diligence and efforts of all Town Departments.

The Town operates through the services of many fine and dedicated volunteers and employees. At this time, we would like to take this opportunity to extend our appreciation to all of Salem's volunteers and employees.

Finally, I would like to express my appreciation to the Board of Selectmen for their confidence in allowing me the opportunity to serve the Town, yet again, through my appointment as Interim Town Manager. It has been a honor to serve a Town that I have been a resident of and enjoyed for so many years.

Respectfully submitted,

David B. Tilton, Sr.
Interim Town Manager

Maureen E. Rhodes
Executive Secretary

BOARDS AND COMMITTEES

BUDGET COMMITTEE



*Standing: Earl Merrow, Roland Maher, George P. Jones, III (Selectmen Rep.)
Bernard Campbell (School Board Rep.), Stephen Campbell,
Seated: Harley Featherston, William Rudd (Chairman), Brenda Sack*

The Salem Budget Committee operates under RSA 32. Part of our duty is to recommend a Budget for the annual Salem School District Meeting and Salem Town Meeting. Both meetings were held in March.

The Salem Board of Selectmen and the Salem School Board gave their proposed budgets to the Budget Committee to start our review process to add or subtract dollars through a preliminary vote process. We then held a public hearing for residents to give us their input on the budget followed by a final vote on each part of the budget. Our final vote budgets were presented to the Salem Town Meeting and Salem School District Meeting for the registered voters to act on.

We also have a preliminary vote, public hearing and a final vote with or without recommendation on all money warrant articles. Our recommendation vote is stated at the Town or School District Meeting before each article is voted on. The dollar amount on a warrant article cannot be changed by the Budget Committee; we can only recommend or not recommend them as received.

Some of the large items passed at the 1994 Salem Town Meeting were a Water Treatment Plant for \$4,500,000, road reconstruction bonds for \$1,850,000 total and roadway improvements for \$661,500.

We have a Special Town Meeting to vote on three union contracts that were settled too late for the March Town Meeting. All Town and school union contracts were 3% or very close to it except Police and Fire Department received 3.5%.

Salem continues to grow; property valuation went from \$758,524,240 in 1993 to \$772,101,040 in 1994. This means each \$772,101 Salem spends, after non-property taxes, means \$1/\$1,000 valuation on the tax rate versus only \$758,524 in 1993. Salem's 1994 property taxes would be \$.80/\$1,000 valuation higher without the valuation increase.

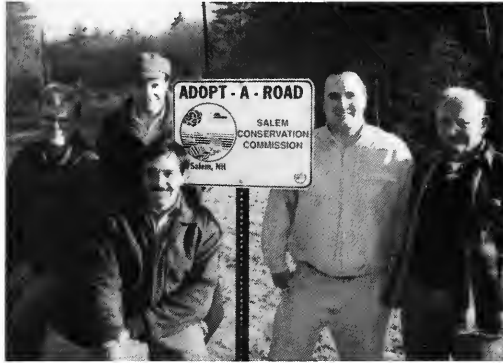
When all was said and done, the tax rate for Salem increased from \$43.33 in 1993 to \$45.07 in 1994 or \$1.74 per \$1,000 dollars valuation.

I would like to thank the other Budget Committee members for making my job as easy as possible and the voters that appeared at our meetings, public hearings, School District and Town Meeting.

Respectfully submitted,

William L. Rudd
Chairman

CONSERVATION COMMISSION



*From left to right: Thomas Campbell, Theodore Hatem, Thomas Aiello
Mike Lyons, William Schultz; Missing: William Bradford,
Doris Levesque, Earl Merrow, George P. Jones, III, Selectmen Rep.*

In January 1994, after months of negotiating, the Conservation Commission finalized a 100 foot deep by 2,100 foot long conservation easement on Veteran's Memorial Parkway. This has become known as the "Lord Easement", after Dan Lord, the grantor. When we got into the spring months, the Commission sponsored an Earthweek Cleanup of the Parkway and Geremonty Drive. Years of debris were removed, including a kitchen sink. When the Adopt-A-Street program got started, we moved to take responsibility for cleaning the south side of the Parkway from Lawrence Road to Toys-R-Us.

On May 2, members of the Commission canoed the Spicket River from Wheeler Dam to Lawrence Road. Armed with a video camera, the canoeists documented fallen trees and man-created debris for a future clean up. During 6 days in September and October, that effort got underway with the help of several volunteers. Progress was made in cleaning the river south of Bluff Street Extension and south of Wheeler Dam. In December, a work group of individuals, three of which are Conservation Commission members, was formed to plan the cleanup for next year.

Also during this time, we authorized our first selective timber cut in the Town Forest in early 1994. The result of this was a profit of \$7,050.69 which has been put into a forest management fund. In addition to the selective cut, the Commission looked extensively at the issue of where to put a parking lot for the Town Forest. After review and walking of all the potential sites, it was decided to pursue a spot currently owned by the State of New Hampshire near the Highway Shed on Route 111. In the fall, we started talking to the State, and we hope to resolve this in 1995. In the last several months, we have concentrated on adding to the land in the Town Forest with the acquisition of the Weber property off of Route 111. This parcel is slightly more than 10 acres in size and will cost \$75,000 which will come from the Conservation fund.

In addition to these activities, we also reviewed dozens of applications for State Wetlands Board permits. We also took a hard look at our local Wetlands Ordinance and made recommendations to the Planning Board as to how it could be brought into line with current State and Federal regulations.

The year saw the addition of Tom Aiello, Ted Hatem, and Doris Levesque to the Commission. Each of them bring new and needed expertise to our board. In closing, we would like to thank the Town Staff, the Interim Town Manager, and the Board of Selectmen for their support throughout the year.

Respectfully Submitted,

Michael J. Lyons
Chairman

HOUSING AUTHORITY



*Standing: Arnold Priestley, Delbert Downing, Diane Kierstead,
Seated: Doris Beshara, Patricia Weber, Patricia Keegan*

The Salem Housing Authority (SHA) operates the Public Housing Program in the community, consisting of two elderly/disabled housing complexes located at Millville Arms and Telfer Circle. The 150 apartments remain 100% occupied, with an extensive waiting list. Through this program, the Authority assists low-income elderly, disabled and/or handicapped households. In addition, the Authority was awarded eight additional units of elderly public housing units, which are proposed to be located adjacent to the existing Telfer Circle site. When constructed, these units will help to address the growing needs of the elderly population of Salem.

In 1994, the Authority administered the Comprehensive Improvements Assistance Program (CIAP) through a funding award received late in 1993. To date, at Millville Arms, all roofs have been replaced, smoke detectors have been added, and a new intercom/doorbell system installed. Other projects to be done through CIAP include the installation of new water heaters at Telfer Circle, and new carpeting in all apartments at both Millville and Telfer.

The Authority continues to operate the Section 8 Housing Assistance Payments Program, assisting eligible household by direct rental subsidy payments to private landlords on behalf of the participants. Through this program, participants pay 30% of adjusted income toward rent and utility costs. The SHA's program presently assists 57 households, and in 1994, the Authority made subsidy payments on behalf of the participants, totaling \$319,172.39. The SHA maintains an extensive waiting list for this program as well.

Since 1989, after the passing of the Affordable Housing Ordinance, thirty-nine families were able to purchase homes through the Affordable Housing Program that they would otherwise have been unable to afford. Also constructed under the Affordable Housing Program, was the 24-unit Policy Brook Estates project which has remained fully occupied since completion.

It is important to note that the Public Housing and Section 8 Programs are federally-subsidized through the U.S. Department of Housing and Urban Development (HUD), whereas the Affordable Housing Program is a private Town-established program, which has been developed, implemented and managed by the municipal government, Housing Authority, and the private sector.

Each year, the Salem Housing Authority makes a Payment in Lieu of Taxes (PILOT) to the Town of Salem for each of the elderly housing complexes. In 1994, the annual payment totaled \$21,434.46. The Grant Total of PILOT payments made to date totals \$259,730.52, in addition to a Grand Total of water/sewer payments of \$286,830.69.

In 1994, the SHA received two award recognitions from the National Association of Housing and Redevelopment Officials (NAHRO), and the New England Regional Council of NAHRO, for the Affordable Housing Program. The Authority and the neighboring Lancaster School were also recognized for the "Friends and Neighbors" program, which consists of efforts to get the school children and the elderly residents at Millville Arms together. Also in 1994, the Authority was the recipient of a Sustained Performance Award from HUD, which was presented personally to the Executive Director of the Authority in Washington, DC, in December. The Authority is considered a High Performer under HUD's Public Housing Management Assessment Program (PHMAP), receiving a 100% score in fiscal year 1992 and 1993. Assessment factors include such items as unit turnover time, timeliness of repairs, accounts receivable, and occupancy rate.

The SHA continues to seek out means of providing decent, safe, and affordable housing to low and moderate income families within the community. We thank the Town of Salem for their continued support and look forward to working closely with the Town of Salem throughout the coming year.

Respectfully submitted,

Diane E. Kierstead, PHM
Executive Director

LIBRARY BOARD OF TRUSTEES



Bertice Woodbury, Richard O'Shaughnessy, Rosemarie Hartnett

The past year has been an eventful one for the Library. After the untimely death of our Director, Edward V. Reed, who passed away in the fall of 1993, it was incumbent upon the Trustees to find a replacement. We were very pleased to appoint Eleanor Strang, who has served the Library since 1977 as Reference Librarian and as Assistant Director. We are comforted by the fact that Ms. Strang will continue the high standards and public confidence that Mr. Reed worked so hard to nurture.

The Trustees have had to face the responsibility of preparing for a new century when "information" will be the main "industry" of our economy. As such, we have been working to incorporate into the Library a modern computerized system that will enable the public to access the vast collections and help the staff keep track of the Library's multi-million dollar investment.

Respectfully submitted,

Richard J. O'Shaughnessy, Chairman
Trustees of the Kelley Library

KELLEY LIBRARY

For the Kelley Library, 1994 was a year of remembering the past and preparing for the future. On April 17, the Library held a formal ceremony to officially dedicate the Library's South Wing and Children's Room in the name of Edward V. Reed, who passed away in 1993 after serving as Library Director for twenty-two years. This event was a time to pay tribute to Mr. Reed and fondly remember his many accomplishments as Director.

During 1994, two positions were filled at the Library. Jean Williams was appointed as the new Assistant Director, and Lee Sullivan as the new Technical Services Librarian. Mrs. Williams has very ably served the Library since 1979, and was the Technical Services Librarian before her promotion. The vacancy created by her promotion was then filled by Mrs. Sullivan, who came to the Kelley Library with a strong technical services background from her previous position. Mrs. Williams and Mrs. Sullivan have already demonstrated in their new positions the abilities which will help the Library as we plan for the future.

In 1994, the Library began preparing for the future in several ways. The Reference Department, in addition to providing a number of information resources on CD-ROM, began exploring the Internet as a new resource. In addition, the Library began laying the groundwork for a massive automation project by starting to convert the contents of the Library's card catalog into computerized format. This is the necessary preparation for a very exciting project which we hope to accomplish in 1995; the implementation of a comprehensive Automative Library System integrating circulation, acquisition, on-line public catalogs, and other library functions. This system, if approved, would provide the people of Salem with tremendously enhanced access to the information in our collections via on-line public access terminals, and would greatly expand our ability to serve people at our service desks. Such a system would enable the Library and its users to be truly part of the Information Age.

In conclusion, I would like to assure the citizens of Salem that, even as the Library becomes more and more "high tech", the provision of informational, educational, and recreational resources in a friendly and helpful manner will continue to be the goal to which we at the Library are all committed.

Respectfully submitted,

Eleanor Strang
Director

KELLY LIBRARY TREASURER'S REPORT

Balance of Cash on Hand January 1, 1994: \$ 14,320.61

Income 1994:

Town of Salem	\$787,438.84
Library Fees	15,260.78
Materials of Trade	21,574.86
Trust Funds	1,238.37
Gifts	953.59
Interest	<u>258.99</u>
TOTAL INCOME	\$826,725.43

Total Available Funds 1994: \$841,046.04

Expenses 1994

Personal Services	\$613,611.73
Fees & Charges	8,159.87
Materials of Trade	109,570.06
Supplies	12,714.26
Services & Charges	78,599.30
Memorials (E. V. Reed)	1,354.50
Miscellaneous	<u>65.33</u>
TOTAL EXPENSES	\$824,075.05

Balance of Cash on Hand December 31, 1994 \$ 16,970.99

CASH BALANCES, December 31, 1994

Cash on Hand	\$ 889.48
Checking Account	16,039.84
Petty Cash (2 accounts)	<u>41.67</u>
	\$ 16,970.99

"Dedicated to serving you"

The Kelley Library offers not only the latest best-sellers but also current books on every subject; magazines and paperbacks; audio cassettes, video cassettes, and compact discs. As of December 31, 1994 the library had:

78,807	Books
24,782	Paperbacks
534	Current Magazine and Newspaper Subscriptions
3,900	Compact Discs, Audio Cassettes, and LP's
3,671	Video Cassettes
52,746	Library Cards issued (since 1986)

LANTMARK LIBRARY SERVICE

- Up-to-date information you need - career, consumer, small business, personal finance, health, home and auto, etc.
- Access to powerful databases like DIALOG and the Internet, and CD-ROM products such as Phonedisc, Computer Select, and InfoTrac.
- Local and State Information.
- Job Resource Center.
- Museum Passes.
- Computer for public use.
- A staff of fourteen trained and knowledgeable librarians dedicated to serving you.
- A comfortable, modern building in which to read, browse or study, open 68 hours a week, 52 weeks a year.

THE FOURTH BUSIEST PUBLIC LIBRARY IN THE STATE OF NEW HAMPSHIRE:

ADULT SERVICES:

Circulation:	Books, Magazines and Paperbacks	128,201
	Compact Discs, Audio Cassettes, and LP's	17,818
	Video Cassettes	27,497
	Other	337
	ADULT TOTAL	173,853

Activities:	2,939	Reserve Requests Processed
	7,739	Overdue Notices & Bills Processed
	16,774	Overdue Materials Processed
	2,381	New Borrowers Registered

CHILDREN'S SERVICES:

Circulation:	Books, Magazines and Paperbacks	90,361
	Audio Cassettes and LP's	511
	Video Cassettes	18,419
	Other	1
	CHILDREN'S TOTAL	109,292

Activities:	4,834	Overdue Notices & Bills Processed
	11,076	Overdue Materials Processed
	568	New Borrowers Registered
	120	Story Hours
	2,305	Story Hour Attendance
	39	Field Trips & Other Programs
	1,403	Field Trips & Other Programs Attendance

TOTAL 1994 LIBRARY CIRCULATION 283,145

INFORMATION AND REFERENCE SERVICES:

11,928	Reference and Research Questions Answered
775	Inter-Library Loan Requests Processed
128	Online Database Searches Conducted
8	Instructional & Other Programs Conducted

TECHNICAL PROCESSING AND CATALOGING SERVICES:

Books Cataloged and Processed	3,448
Paperbacks Processed	3,410
CD's, Audio & Video Cassettes Cataloged and Processed	604
Microfilm Reels Processed	106
Total Library Materials Processed	7,568
Total Library Materials Withdrawn (damaged, worn out, outdated, etc.)..	6,975

PLANNING BOARD



*Standing: Emil Corrente, Robert Ellis (Selectmen Rep.), John Lukens;
Seated: Thomas Pappalardo, Bernard Campbell (Chairman),
David Bridge; Missing: Clifford Sullivan*

The 1994 activities of the Planning Board reflected the general trend of economic recovery throughout southern New Hampshire. Agendas were longer, but this was matched by the strong determination of the members to give each proposal a full and fair review.

In the areas of site plan approval, 1994 saw renewed activity in our industrial/manufacturing base, with the approval of several site plans in the industrial park off Pelham Road. Approval was also given for a commercial/industrial building off Raymond Avenue. The Planning Board also dealt with its usual collection of retail developments, some of which were still in the review process as the year ended. Among the notable projects in 1994 was approval of renovations (yet to be accomplished) at the Rockingham Toyota Dodge dealership, the renovations which brought about Barnes and Noble, and the late year approval of an NTW franchise to be built on Cluff Road. Several major projects were under consideration at year-end, including the Auto Palace project on Hampshire Road, the Rosen proposal for a major retail center at Kelly Road and Route 28 and the development of the Mika land on Rockingham Boulevard.

This past year also saw continued construction of projects previously approved. The Rockingham Mall renovations continued. Salem's first golf course, Campbell's Scottish Highlands, opened in the spring. More significantly, the Wal-Mart project on North Broadway, approved in July, 1993, went forward in 1994 with store construction and road widening. Opening is scheduled for early 1995. The changes brought by the construction on North Broadway focused community attention on the issue of continued retail/commercial development of Salem and the impact on "quality of life" that such developments bring.

By far the most active part of the Board's regular agendas was approval of several major residential subdivisions. Several of these projects took advantage of the provisions of the "open space residential" zoning provisions, which allow reduced lot sizes and frontage, in exchange for dedicated open space. Continuing a trend from last year, several previously-approved "dormant" projects sought re-approval (e.g. Golden Oaks, Old Silver Farm) and building may begin in those areas soon.

The profusion of residential building gave life to one of the most controversial matters the Board considered in 1994, a proposed residential impact fee ordinance to help fund school renovations. The proposal was jointly sponsored by the Selectmen and School Board, who hired a consultant to draft a proposed ordinance for consideration. This prompted considerable debate and criticism from the development community. The Planning Board ultimately chose not to pursue this proposal this year, but it is likely to continue to engender discussion.

The nature of agenda load made it difficult, but the Planning Board did do some "planning" work in the past year. After a summer of review, it adopted an updated version of a Capital Improvement Program. This follows a prior action to incorporate the Depot Traffic Plan as part of the Community Master Plan. The Depot plan, developed by a consultant, calls for significant traffic improvements, including proposed land takings, in order to reduce congestion in Salem Depot. In the area of zoning changes, the end of 1994 saw the drafting of several zoning amendments designed to cut back the possibility of retail development. The community is currently so enveloped by traffic concerns, that efforts have been focused at avoiding the effects of traffic growth outside of already established corridors.

There are planning goals already staked out for 1995. The Planning Board has indicated the willingness to study the issue of home-based businesses. There will be an effort to broaden the process of capital improvement planning. And speculation about the long-term future of Rockingham Park continued as the year ended while state government considered the relative merits of casinos or wider forms of gambling.

As always, the Planning Board stands as a forum to hammer out the best interests of the Town and its residents as balanced against the rights and expectations of property owners and entrepreneurs. That effort will continue in the coming year.

Respectfully submitted,

Bernard H. Campbell
Chairman

MAJOR PROJECTS APPROVED BY PLANNING BOARD - 1994

<u>APPLICANT</u>	<u>PROJECT:</u>	<u>LOCATION</u>	<u>MAP/LOT</u>
Salemhaven	7000 s.f. addition to nursing home	Geremonty Drive	91-7529
LL&S	Revised plan for wood processing facility	Lowell Road	125-8838
Canobie Lake Park	Timber splash ride	N. Policy Street	70-3608
Victorian Park	Addition	N. Broadway	54-11188
McCormick	Re-approval of 4 lot subdivision	Brady Avenue	113-7678
Captains Village	7 lot subdivision	Cindy Avenue	112-7695
Salem Housing Authority	8 units elderly housing	Freedom Drive	100-7893
Data Electronics	Re-approval of 33,000 s.f. industrial building	Northwestern Dr.	95-10581
Kimco Realty	Revised plan for Mall	Cluff Crossing Rd.	117-7880
Brooks	Revised plan for 34,000 s.f. office building	Northeastern Blvd.	88-3789
Silver Farm	Re-approval of 76 lot subdivision	Salem Street	148-9383
All Aboard Day Care	Child care center	Ermer Road	10-9951
Granite State Electric	130' high antennae	Lowell Road	116-9915
NR (Panciocco)	18 lot subdivision	Twinbrook Avenue	145-9497
DHB (Bayberry Woods)	14 lot subdivision	Hampstead Road	68/76-7128, 7384, 7387, 7388, 10127
Rockingham Dodge	11,000 s.f. addition	Main Street	75-7310, 7311, 7312
GHK	38,000 s.f. industrial building	Raymond Avenue	106-10699
Reddy Homes	16 lot subdivision	Liberty Street	69-7119
Endless Opportunities	Child care center	Pelham Road	96-7781
Connell & Belair	3 lot subdivision	Main Street	83-1489, 1480
Tweeter, Etc.	Revised site plan	South Broadway	128-713
Canobie Lake Park	Games/Office buildings	N. Policy Street	70-3608
Captains Village	12 lot subdivision	Lake Street	54-11338
St. Joseph's Properties	11 lot subdivision	Town Farm Road	59/68-6915, 6918
NTW	9300 s.f. auto repair store & 200 seat restaurant	Cluff Road	117-727
Sal's Pizza	3000 s.f. addition	N. Broadway	89-1150
Farah	22' x 44' addition to existing restaurant	Main Street	89-1082
Hutter	17,720 s.f. industrial building	Northwestern Drive	95-10581

RECREATION ADVISORY COMMITTEE



*Standing: Ed Gabriel, Dr. David Johns, Fred Kruse, (School Board Rep.);
Seated: Julie Kamal, Stephen Kniaz (Chairman), Tammy Perron;
Missing: Gardner Chase, Nancy Stickney, Jay Santagate, Harold Berry (Selectmen Rep.)*

The Recreation Advisory Committee works with the Town's Recreation Department to provide healthy, educational and fun activities for our citizens. In 1994, we sponsored the Salem Snow Sculpture Olympics, participated in the Fishing Derby, and served hot dogs and lemonade at the Fourth of July celebration. We judged the competition for best costume at the Halloween Party and for the best float in the Christmas Parade. The smiles and community spirit that we witnessed first hand at these events are a testimony to the value of organized recreation program.

The Committee meets monthly to strategize our activity because we believe we can continue to improve our service to the community. Committee members are involved in a state-wide association where we can exchange ideas with other communities.

We have worked on a land inventory to identify suitable sites for future expansion of recreation facilities. A town wide survey is under way to update our understanding of the community needs. And we continue to evaluate the existing programs.

We are proud of the advances that have been made by this committee and of the plans for the future. The current Recreation Advisory Committee members are dynamic people who are dedicated to improving our quality of life in Salem. We invite you to come to a meeting to help us help you.

We would like to extend a gracious thank you to Harold Berry, the Selectmen's representative, and to Fred Kruse, the School Board's representative to our Committee for their hands on commitment to the success of the recreation programs. Both of these men took a proactive role to help us.

Respectfully submitted,

George Fredette
Chairman

SALEM HISTORICAL MUSEUM



1994 was a year of changes and improvements inside Salem's Old Town Hall, home of the Salem Historical Museum. Townspeople at the March Town Meeting approved funds for the cleaning and painting of rooms on the first floor of the building. Professionals and volunteers cleared away years of dirt and transformed the main room into an attractive setting for the artifacts in display cases and on the walls. Throughout the winter, while the Museum is officially closed, volunteers continue to arrange the displays in anticipation of opening again in the spring and welcoming all to enjoy the fresh, new look of Salem's history.

In addition to the renovations, there was much activity at the Museum. Elementary school children visited with their teachers and were given guided tours with commentary by the museum's curators. Teenagers in a summer program for challenged students toured the museum using individual questionnaires provided by their teacher. Visitors came in groups: Boy and Girl Scout troops, the Salem Garden Club, the Junior Women's Club, the Lions, and more. Visitors came individually, some Salem residents for many years who never got around to dropping in. Other visitors thought they were in Salem, Massachusetts, but they enjoyed our museum despite the lack of witches!

Because many people are unaware of the Salem Historical Museum, the Museum Committee reaches out to the community in several ways. The main room is available for meetings of local organizations by appointment. Museum artifacts also have been on display at trade and business fairs at the Rockingham Mall and at the Mall at Rockingham Park. A talented member of the Salem Historical Society has set up a number of interesting displays in the cases on the lower level at Kelley Library. The Society and the Museum continue to work together publicizing one of Salem's great assets, this historic building with its collection of items used by Salem residents through the years.

The Museum's collection of artifacts continues to grow. It is impossible to list here all that have been donated this year (a computerized list is maintained and updated regularly), but a sample of donated articles follows: coins, porcelain serving dishes, a decorative stovepipe cover, military equipment, a glass washboard, a horse-drawn cultivator, a root grater, a stuffed and mounted Baltimore oriole. The biggest donation can be seen in front of the Museum: grist stones from North Salem.

Things are always going on at the Salem Historical Museum--tours, meetings, helping residents research their roots, organizing displays. The First Congregational Church holds a sunrise service on Easter at the Old Town Hall, their first meeting house, built in 1740. The Museum Committee has plans for the coming year. They include more guided tours of the Historic District and nearby areas; interviews of long-time Salem residents to capture their memories; continued improvement of the building's interior; extension of the flower garden by the door; and videotaping of historic homes and the cemetery in Salem Center.

The Salem Historical Museum will be open each Monday from April 3rd through October 30th, during the hours of 2:00-5:00 p.m. Visitors are encouraged to drop in and enjoy a journey into Salem's history.

Respectfully submitted,

Salem Museum Committee

TRUSTEES OF THE TRUST FUNDS



Harley Featherston, Terrence Gerlich, Thomas Eden

The Trustees of the Trust Funds are charged by State Statute with the task of managing and investing funds which have been given or left by Will to the Town for various purposes. In Salem, these funds are held by the Trustees to care for cemetery plots, purchase library or educational materials, scholarships and spelling bees, support for the District Nurses Association, and support for the needy, to mention a few.

In April of 1994 the Trustees moved the day-to-day management of the funds to First NH Investment Services of Nashua. First NH prepares management reports of income and balance statements for use by the Trustees.

This report is intended to be an understandable and comprehensive report on the Town's Trust Funds. If you should have suggestions or questions, please feel free to contact the Trustees at the Municipal Office Building.

Respectfully submitted,

Harley Featherston
Chairman

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1994

# Shares or Units	DESCRIPTION OF PRINCIPAL	HOW INVESTED				PRINCIPAL			INCOME			TOTAL Principal & Income
		Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year		
NON-EXPENDABLE FUNDS												
35,000	Cash & Cash Equivalents	\$30,523.17	\$43,377.61		\$30,523.17	\$43,377.61	\$51,456.72	\$3,257.38	\$45,914.05	\$8,780.05	\$52,157.66	
35,000	Capital Ltr Mkt Aven	34,650.00				34,650.00		0.00	0.00	2,992.50	37,642.50	
20,000	1/8 Treasury Note	21,448.13				21,448.13		0.00	0.00	1,900.00	23,348.13	
35,000	1/8 Treasury Note	37,471.82				37,471.82		0.00	0.00	1,106.26	40,578.08	
25,000	1/8 Treasury Note	27,817.86				27,817.86		0.00	0.00	1,968.76	29,786.62	
8,250	Ford Motor Credit	33,867.97				33,867.97		0.00	0.00	2,887.50	36,755.47	
25,000	Ford Motors Acc Cp	30,024.14				30,024.14		0.00	0.00	2,406.26	32,430.40	
15,000	Gen Motors Acc Cp	15,753.23				15,753.23		0.00	0.00	1,050.00	16,803.23	
15,000	Gen Motors Acc Cp	17,387.44				17,387.44		0.00	0.00	1,350.00	18,737.44	
40,000	Union Pacific Corp	40,103.23				40,103.23		0.00	0.00	3,350.00	43,453.23	
6,000	Browning Ferris CV	6,036.00		(186.00)		5,850.00		0.00	0.00	375.00	6,225.00	
35,000	Xerox Corp	41,851.60		(4,598.30)		37,253.30		0.00	0.00	4,637.50	41,890.80	
43,250	Fed Home Cr Bks	25,110.26		(2,610.26)		22,500.00		0.00	0.00	1,702.78	24,202.78	
43,006.97	Fed Home Cr Bks	44,918.59		(601.50)		44,317.09		0.00	0.00	2,072.93	46,390.02	
46,618.79	GNNMA Pool 7083	42,658.12		1,054.51		43,712.63		0.00	0.00	3,459.13	47,171.76	
40,222.40	GNNMA Pool 34612	40,122.85		26.37		40,149.22		0.00	0.00	3,090.58	43,239.80	
160	AT & T Corp	0.00	8,389.75			8,389.75		0.00	0.00	36.30	8,426.05	
92	AT & T Equity Income Fund	4,881.45		1,445.63		6,327.08		0.00	0.00	84.04	6,411.12	
227	Abbott Labs	6,707.49		6,707.49		13,414.98		0.00	0.00	167.98	13,582.96	
115	Air Prod & Chem	5,560.25		5,560.25		11,120.50		0.00	0.00	28.18	11,148.68	
444	Albert Culver	9,744.48		811.26		10,555.74		0.00	0.00	124.32	10,680.06	
275	Alltel Corp	0.00	7,899.38			7,899.38		0.00	0.00	0.00	7,899.38	
70	Amer Home Prod	0.00	4,145.85			4,145.85		0.00	0.00	154.70	4,300.55	
110	Automatic Data	0.00	5,827.25			5,827.25		0.00	0.00	16.50	5,843.75	
175	Avery Dennison	0.00	5,558.13			5,558.13		0.00	0.00	47.25	5,605.38	
125	Baeing Corp	6,711.15		(1,864.01)		4,847.14		0.00	0.00	59.06	4,906.20	
228	Capital Holding Cp/Provident Corp	5,935.06		(86.01)		5,849.05		0.00	0.00	107.00	5,956.05	
180	Chevron Corp	0.00	7,822.11			7,822.11		0.00	0.00	98.40	7,920.51	
100	Colgate Palmolive	0.00	5,710.00			5,710.00		0.00	0.00	124.89	5,834.89	
200	Donnelley RR & Sons	0.00	5,920.00			5,920.00		0.00	0.00	41.00	5,961.00	
80	Dow Chemical	0.00	5,998.00			5,998.00		0.00	0.00	52.00	6,050.00	
250	Duke Power	0.00	9,775.00			9,775.00		0.00	0.00	0.00	9,775.00	
175	Fed Home Loan Mgt	0.00	9,270.63			9,270.63		0.00	0.00	45.50	9,316.13	
225	First Union Corp	0.00	9,388.13			9,388.13		0.00	0.00	103.50	9,491.63	
125	Fleetwood Enterprises	0.00	2,996.88			2,996.88		0.00	0.00	17.50	3,014.38	
82	General Electric	5,967.76		5,967.76		11,935.52		0.00	0.00	236.16	12,171.68	
150	Granger W.W. Inc	0.00	8,446.25			8,446.25		0.00	0.00	10.00	8,456.25	
175	Halliburton Co	0.00	5,307.75			5,307.75		0.00	0.00	43.75	5,351.50	
86	Intel	4,928.00		4,928.00		9,856.00		0.00	0.00	19.35	9,875.35	
175	Interpublic Group of Cos	0.00	5,748.75			5,748.75		0.00	0.00	49.00	5,797.75	
118	May Dept Stores	4,154.01		4,154.01		8,308.02		0.00	0.00	119.18	8,427.20	
250	McDonalds Corp	0.00	7,462.50			7,462.50		0.00	0.00	15.00	7,477.50	
77	Melville Corp	3,973.32		(1,209.12)		2,764.20		0.00	0.00	87.78	2,851.98	
180	Pepsico	6,075.76		6,075.76		12,151.52		0.00	0.00	122.40	12,273.92	
65	Seena Corp	0.00	2,964.00			2,964.00		0.00	0.00	45.83	3,009.83	
290	Supervalu, Inc	8,277.92		(1,202.16)		7,075.76		0.00	0.00	195.75	7,271.51	
110	TRW Inc	0.00	7,559.75			7,559.75		0.00	0.00	0.00	7,559.75	
145	Tesco Inc	0.00	4,211.15			4,211.15		0.00	0.00	76.00	4,287.15	
325	Wallace Computer Services	5,331.26		(419.73)		4,911.53		0.00	0.00	39.65	4,951.18	
270	Warner Lambert Co	4,516.11		(5,144.23)		5,035.33		0.00	0.00	178.20	5,213.53	
1,665.501	Zum Industries Inc	10,179.56		15,000.00		25,179.56		0.00	0.00	0.00	25,179.56	
	Cash	486.91		486.91		973.82		0.00	0.00	0.00	973.82	
	Receivable for Pelham Road	1,048.18				1,048.18		0.00	0.00	0.00	1,048.18	
Total Non-Expendable Funds		\$585,950.48	\$209,371.88	(\$9,209.91)	\$192,976.88	\$584,085.57	\$51,456.72	\$43,140.75	\$45,934.05	\$48,663.42	\$632,748.99	

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1994

# Shares or Units	HOW INVESTED		PRINCIPAL		INCOME		Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	TOTAL Principal & Income
	DESCRIPTION OF PRINCIPAL	Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Income During Year						
	EXPENDABLE FUNDS											
	Cash & Cash Equivalents	284,526.43	122,030.87			10,019.37	406,557.30	8,391.88	10,019.37	18,411.25	0.00	406,557.30
	Total Expendable Funds	284,526.43	122,030.87	0.00	0.00	10,019.37	406,557.30	8,391.88	10,019.37	18,411.25	0.00	406,557.30
	TOTAL COMBINED FUNDS											
	CAPITAL RESERVE FUNDS											
	Cash & Cash Equivalents	870,476.91	322,352.75	(9,209.91)	192,976.88	53,160.12	990,642.87	59,848.60	53,160.12	64,345.30	48,663.42	1,039,306.29
	TOTAL CAPITAL RESERVE FUNDS	870,476.91	322,352.75	(9,209.91)	192,976.88	53,160.12	990,642.87	59,848.60	53,160.12	64,345.30	48,663.42	1,039,306.29
		358,366.73	190,268.59			23,314.54	548,635.32	0.00	23,314.54	23,314.54	0.00	548,635.32
	TOTAL CAPITAL RESERVE FUNDS	358,366.73	190,268.59	0.00	0.00	23,314.54	548,635.32	0.00	23,314.54	23,314.54	0.00	548,635.32
	TOTAL FUNDS	1,228,843.64	512,621.34	(9,209.91)	192,976.88	76,474.66	1,539,278.19	59,848.60	76,474.66	87,659.84	48,663.42	1,587,941.61

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1994

Date of Creation	NAME OF TRUST FUND 1st list those trusts invested in a common trust fund	PURPOSE OF TRUST FUND	HOW INVESTED Whether bank deposits, Stocks, bonds, etc. (If Common trust - So state)	PRINCIPAL			Balance End Year	INCOME			TOTAL Principal & Income	
				Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities Dividends		Balance Beginning Year	Earned During Year	Expended During Year		Balance End Year
	NON-EXPENDABLE TRUST FUNDS:											
	A & O Hall	Flowers		301.47		(\$4.74)	\$296.73	\$22,050	\$21,897	\$24,427	\$19,520	\$316,252
	Ackerman Men Sch	Scholarship		3,498.63		(54.99)	3,443.64	256,610	254,161	284.20	226,567	3,670,206
	Albert Kelly III	Annual Scholarship		3,831.73		(60.23)	3,771.50	1,276,200	345,713	37,534	3,584,379	5,555,882
	Alice R. Durlin	Flowers		150.76		(2.37)	148.39	11,030	10,950	12,219	9,761	158,151
	Anna B. Taylor	Flowers		301.51		(4.74)	296.77	22,050	21,899	24,428	19,521	316,292
	Annie B. Stevens	Flowers for Lot		100.48		(1.38)	98.90	7,350	7,298	8,142	6,506	105,407
	B Howard E Smith	Flowers		50.23		(0.79)	49.44	3,670	3,648	4,066	3,252	52,693
	Bailey John	Books for Library		2,113.32		(33.01)	2,104.71	156,370	155,308	173,232	136,446	2,243,156
	Baxter School	Scholarship		8,735.94		(137.31)	8,598.63	668,750	636,525	707,978	597,297	9,195,926
	Bridgett Clark	Cemetery Lot Maint		2,009.76		(31.59)	1,978.17	146,970	145,911	162,818	130,123	2,108,294
	C Cross W Priest	Flowers		150.76		(2.37)	148.39	11,030	10,950	12,219	9,761	158,151
	Cemetery	Perpetual Care		64,267.24	7,345.00	(1,081.15)	70,602.09	4,519,780	4,655,617	5,025,241	4,150,156	74,752,250
	Cemetery	Various		1,708.16		(26.85)	1,681.31	124,920	124,066	138,900	110,596	1,791,907
	Cemetery Fund	General Maintenance		173,790.92		(2,731.63)	171,059.29	12,709,240	12,622,632	14,079,682	11,572,190	182,311,482
	Chas A Quimby	Flowers for Lot		100.48		(1.38)	98.90	7,350	7,297	8,142	6,506	105,407
	Chas McLaughlin	Flowers		1,005.04		(15.80)	989.24	73,500	72,997	81,425	65,072	1,054,315
	Charnice J. Sylvian	Flowers		100.47		(1.38)	98.89	7,350	7,297	8,142	6,505	105,396
	Charnice Cameron	Flowers		602.99		(9.48)	593.51	44,100	43,796	48,855	19,041	632,553
	Clifton L. Silver	Flowers		100.47		(1.38)	98.89	7,350	7,297	8,142	6,505	105,396
	Clyde R. Coolidge	Books for Library		200.97		(3.16)	197.81	14,700	14,597	16,285	13,012	210,823
	Council Pine Arts	Flowers		436.20		(6.86)	429.34	31,900	31,682	35,340	28,242	457,886
	Edm. H. Peiting III	High School Support		200.97		(3.16)	197.81	14,700	14,597	16,285	13,012	210,823
	Enoch Taylor	Annual School Support		43,669.35		(686.39)	42,982.96	3,202,910	3,172,390	3,547,337	2,827,962	45,810,923
	Frankie Larchan	Flowers		14,142.74		(222.29)	13,920.45	2,906,660	1,153,931	625,283	3,435,308	17,355,754
	G Burdhardt	Flowers		301.42		(4.74)	296.68	22,040	21,892	24,417	19,515	316,197
	G F Henderson	Flowers		301.49		(4.74)	296.75	22,050	21,898	24,427	19,521	316,272
	Gertrude J. Ruffe	Flowers		200.97		(3.16)	197.81	14,700	14,597	16,285	13,012	210,823
	Howard Smith	Flowers		301.42		(4.74)	296.68	22,040	21,892	24,417	19,515	316,197
	J & T Connell	Flowers		301.48		(4.74)	296.74	22,050	21,897	24,417	19,521	316,281
	John Dix	Public Improvements		19,299.55		(303.35)	18,996.20	1,411,700	1,401,749	1,563,558	1,242,161	20,245,763
	John McVey	Care of Necry		69,845.24		(1,097.82)	68,747.42	5,107,560	5,072,940	5,658,510	4,352,570	73,269,590
	Lancaster	Lot Care		2,511.86		(39.48)	2,472.38	360,810	194,427	204,859	350,378	2,822,757
	Lancaster Ed	Selectman's Disce		100,010.74		(1,571.96)	98,438.78	10,219,020	7,460,528	9,809,991	7,869,557	106,308,338
	Spelling B	Spelling Bee Prizes		2,037.30		(32.02)	2,005.28	149,510	148,007	165,579	131,938	2,137,216
	Laura Taylor	Flowers		200.97		(3.16)	197.81	14,700	14,597	16,285	13,012	210,823
	M Jutigan	Flowers		301.52		(4.74)	296.78	22,050	21,900	24,428	19,522	316,303
	Madelaine A. Little	Salem Elem Sch Books		3,014.45		(47.38)	2,967.07	220,650	218,943	244,231	195,172	3,162,241
	Margaret Gurney	Mem Site Care		301.48		(4.74)	296.74	22,050	21,897	24,427	19,520	316,261
	Mark Bucheri	Uplink of Salem Cem		251.18		(3.95)	247.23	18,370	18,244	20,351	16,263	263,495
	McClary Teller Fund	School Support		5,619.12		(88.32)	5,530.80	410,920	408,123	455,230	363,813	5,894,612
	Ordway	Flowers for Lot		750.27		(11.79)	738.48	54,800	54,498	60,786	48,577	787,054
	R Noyes	Flowers		301.49		(4.74)	296.75	22,050	21,898	24,427	19,521	316,272
	S L Rogers	Flowers for Lot		50.23		(0.79)	49.44	3,670	3,648	4,066	3,252	52,693
	S L Rogers	Flowers for Lot		50.23		(0.79)	49.44	3,670	3,648	4,066	3,252	52,693
	S & T Roberts	Flowers		200.97		(3.16)	197.81	14,700	14,597	16,285	13,012	210,823
	Salem Hist Com	Hist Dist Imp		27,321.64		(429.44)	26,892.20	3,872,830	2,111,292	229,223	5,754,899	32,647,100
	School Prize	Scholarship Medals		560.86		(8.52)	552.35	432,000	67,198	7,796	491,902	1,033,947
	Serra Hall	Flowers		301.47		(4.74)	296.73	22,050	21,897	24,427	19,520	316,252
	Simpson - Maxwell	Assist Neely Children		5,082.42		(79.88)	5,002.54	792,820	397,646	43,172	1,147,294	6,149,859
	Simpson - Maxwell	District Nurses		29,933.22		(376.18)	29,557.04	1,865,610	1,746,108	2,055,205	2,190,523	25,113,573
	W. Westerdale	Flowers		301.52		(4.74)	296.78	22,050	21,900	24,428	19,522	316,303
	Walter E. Kimball	Flowers		100.48		(1.38)	98.90	7,350	7,298	8,142	6,506	105,407
	Watts Donald and Ed	Flowers		298.49		(4.69)	293.80	14,560	14,188	16,860	18,886	312,486
	Total Non-Expendable Funds											
				585,950.48	7,345.00	(9,209.91)	584,085.57	51,456.72	43,140.75	45,934.05	48,665.42	632,748.99

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1994

Date of Creation	NAME OF TRUST FUND List first those trusts invested in a common trust fund	PURPOSE OF TRUST FUND	HOW INVESTED Whether bank deposits, Stocks, bonds, etc. (If Common Trust - So state)	PRINCIPAL				INCOME				TOTAL Principal & Income
				Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	Earned During Year	Expended During Year	Balance End Year	
	EXPENDABLE TRUST FUNDS:											
	Depot Improvement Trust Fund			181,356.28	76,785.17	0.00	258,141.45	5,702.23	5,933.25	11,635.48	0.00	258,141.45
	Performing Arts			60.00	2,707.24	0.00	2,767.24	33.51	6.23	39.74	0.00	2,767.24
	Seller Auditorium			3,000.00	1,180.72	0.00	4,180.72	49.70	147.45	197.15	0.00	4,180.72
	Strategic Plan			3,543.85	1,950.50	0.00	5,494.35	39.55	174.96	214.51	0.00	5,494.35
	Historic District Maintenance			4,137.00	(1,056.87)	0.00	3,080.13	211.90	147.53	359.43	0.00	3,080.13
	Pelham Road			92,429.30	36,939.87	0.00	129,323.17	2,354.99	3,545.55	5,900.54	0.00	129,323.17
	Sidewalk			0.00	3,570.24	0.00	3,570.24	0.00	64.40	64.40	0.00	3,570.24
	Total Expendable Funds			284,526.43	122,030.87	0.00	406,557.30	8,391.88	10,019.37	18,411.25	0.00	406,557.30
	TOTAL COMBINED FUNDS											
				870,476.91	129,375.87	(9,209.91)	990,642.87	59,848.60	53,160.12	64,345.30	48,663.42	1,039,306.29
	CAPITAL RESERVE FUNDS											
	School District Reconstruction			25,051.55	26,389.21	0.00	51,440.76	0.00	1,389.21	1,389.21	0.00	51,440.76
	Salem Street			134,669.39	(105,054.86)	0.00	29,614.53	0.00	5,157.64	5,157.64	0.00	29,614.53
	Pelham Road Improvement			17,619.30	(1,474.26)	0.00	16,145.04	0.00	738.23	738.23	0.00	16,145.04
	Road Improvement			181,026.49	270,408.50	0.00	451,434.99	0.00	16,029.46	16,029.46	0.00	451,434.99
	TOTAL CAPITAL RESERVES			\$358,366.73	\$190,268.59	\$0.00	\$548,635.32	\$0.00	\$23,314.54	\$23,314.54	\$0.00	\$548,635.32
	TOTAL ALL FUNDS											
				\$1,228,843.64	\$319,644.46	(\$9,209.91)	\$1,539,278.19	\$59,848.60	\$76,474.66	\$87,659.84	\$48,663.42	\$1,587,941.61

ZONING BOARD OF ADJUSTMENT



Seated: Frank Champoux, John Doyle, Phil Derosa (Chairman), Catherine Barrett, Edward Huminick, Standing: Rosemarie Hartnett, Joseph Scionti; Missing: Edith Desrosiers Keith DeSantis, Gerald Forcier, Kelley O'Neil

The Board of Adjustment is composed of five regular and five alternate members who are appointed by the Board of Selectmen. During 1994, the Board welcomed Edward Huminick as a regular member, and three new alternate members, Catherine Barrett, Gerald Forcier and Kelley O'Neil.

The Town of Salem mandates procedures for the Board of Adjustment through the Zoning Ordinance in Article XVII, Sections 309-109, through 309-122.

The Building Department, through Rosemarie Hartnett, who acts as the Board's agent, provides staff support to the Board of Adjustment. After denial of a permit, applicants are provided with forms and information to assist them in their presentation to the Board.

The Board of Adjustment can hear and make decision on appeals if it is alleged there is error in decision of Building Official. The Board can authorize variances from terms of zoning ordinance if special conditions exist and literal enforcement of the zoning will result in unnecessary hardship to the property. They can grant special exceptions if they are in harmony with the general purpose and intent of the zoning. When hearing petitions, it is important for petitioners to address the criteria the Board has to follow to make fair and intelligent decisions.

Respectfully submitted,

Philip DeRosa
Chairman

SALEM DISTRICT COURT

The Salem District Court received 5,872 cases in 1994, a slight decrease over last year. The only area of significant increase was the Juvenile caseload of 541 up from 391 last year. The Civil and Domestic Violence cases remained the same.

DWI cases were up from 221 cases last year to 261 this year. As stated in last year's report, the legal alcohol limit was lowered to .08 from a .10 which may have resulted in the increase. We still feel that the education of the public regarding impaired driving is the prime factor in deterring DWI arrests.

The Juvenile caseload increased by almost 40% over last year. The increase was in the area of delinquency, not CHINS or Neglect matters. The Town's youth service officer continues to work with a number of youths who are being deferred from the Court system, otherwise, the increase would be higher.

Again, a special thanks to the participating lawyers from the Salem Bar Association who organized and conducted the Lawyer in Every Classroom Program. The students as well as the teachers become actively involved in the program. All parties look forward to this annual event.

The caseload has stabilized, but other projects have kept the staff maintaining a high volume of work. The "paperless" warrant system, an electronic communicating system with State Police and local Police Departments, continues to operate well in our Court and will soon be expanding Statewide. We continue to hear misdemeanor Jury Trials and the program has been expanded to Merrimack County due to the positive operational results in our County.

Respectfully submitted,

Judge Robert D. Marshall
Salem District Court

TOWN DEPARTMENTS

ASSESSING DEPARTMENT

SUMMARY INVENTORY

	<u>1993</u>	<u>1994</u>
Land	220,734,820	222,575,720
Building	534,529,020	546,267,220
Utilities	<u>7,850,400</u>	<u>8,084,300</u>
TOTAL GROSS VALUATION	763,114,240	776,927,240
Elderly Exemptions	4,410,000	4,676,200
Blind Exemption	<u>180,000</u>	<u>150,000</u>
TOTAL NET VALUATION	758,524,240	772,101,040
Taxes Before Veterans Exemption	32,866,855	34,798,594
Minus Veterans Exemption	<u>200,500</u>	<u>197,300</u>
Net Property Commitment	32,666,355	34,601,294
Tax Rate	43.33	45.07
TOTAL CURRENT USAGE ACREAGE	2,324.27	2,284.38
TOTAL FULL VALUE	5,667,040	5,702,640
ASSESSMENT UNDER CURRENT USE	145,400	143,000
ASSESSMENT REDUCTION DUE TO CURRENT USE	5,521,640	5,559,640

Respectfully Submitted,

Normand Pelletier, CNHA
Chief Assessor

BUILDING DEPARTMENT

The Building Department issued 1,186 building permits for an estimated construction cost of \$34,388,950 for the year 1994. We also issued 686 electrical permits and 368 plumbing permits.

There were 104 permits issued for construction of single family dwellings but only 1 permit for a duplex structure last year. This certainly represents a change from the 1980's when we issued 30 permits for duplex dwellings in 1986 and 29 permits for duplex dwellings in 1985. While we have seen a drastic reduction in the number of duplex dwellings constructed, we feel this is due in part to zoning changes which allow single family dwellings in Residential and Rural Zones to have additional living units of 750 s.f. The additional living unit can be an in-law apartment which is for a family member, or it can be a rental unit while still maintaining the single family status of the structure. Lot size is not a criteria. Information on the criteria for an in-law apartment or an accessory unit in a single family dwelling in Residential or Rural Districts is available from the Building Department.

The chart below shows the number of permits issued from 1990 to 1994 for accessory apartments, duplex structures, in-law apartments and single family dwellings in the Town of Salem.

	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>
Accessory Apartment	21	7	9	13	8
Duplex	4	2	-	-	1
In-Law	10	12	11	8	14
Single Family	65	42	62	170	104

We feel it is beneficial to point this out because many property owners do not understand that zoning allows an owner occupant of a single family dwelling to have an additional living unit without any minimum lot size being required. However duplex structures require additional lot size and increased frontage.

Along with issuing permits and performing the necessary inspections, the Building Department oversees the Town of Salem Zoning. Should you have questions as to what permits are necessary or what is allowed by zoning, we are available to answer your questions. The Salem Building Department has a Chief Building Official and two building officials who specialize as building inspector, electrical inspector and plumbing inspector and are available during office hours of 8:30 to 9:30 am and between 4:00 and 5:00 pm. Their other hours are for field inspections. The office is managed by Rosemarie Hartnett who works with the public on inquiries and as Agent to the Board of Adjustment.

We look forward to working with you during your construction project or should you require assistance from the Building Department on other matters.

Respectfully submitted,

Samuel Zannini
Chief Building Official
Warren Winter, Building Inspector
George Maihos, Electrical Inspector
Rosemarie Hartnett, Office Manager, Bldg. Dept.

DATA PROCESSING DEPARTMENT

Salem's Data Processing Department is charged with providing Data Processing services to all departments at the Town Hall, the Police Department, the Fire Department, the Public Works Department and the Senior Center. These services include the procurement of computer hardware and software, supplies, and training tools. They also include software development, systems and data security, hardware and software training, hardware and software maintenance and technical support to our computer users.

Following is a brief description of the major projects we worked on in 1994.

- 1) By far, our largest project of the year was the procurement and implementation of a Records Management software system for the Police Department. The primary goal of this project was to achieve compliancy with the National Incident Based Recording System being implemented on a national scale to collect criminal statistics. This project is the first step of many in modernizing the computer operations at the Salem Police Department.
- 2) In an attempt to reduce paperwork, duplication of effort and to speed up the payroll process, we automated the payroll data collection procedures at the Police Department. Information that was previously collected and tabulated manually is now entered into the computer system and time cards are electronically transmitted to the Payroll Department.
- 3) The ability to electronically record Driveway Permits was added to the Engineering Department's permitting system.
- 4) The billing and collection of Outside Detail activity at the Police Department was transformed from a manual process to a computerized one. This resulted in direct labor savings at the Police Department and automated the recording of this activity into the General Ledger System.
- 5) The Salem residents name and address data base was enhanced to include postal carrier route information. This new information allowed us to recognize additional cost savings in mailing Resident Tax Bills.
- 6) Prior to this year, the process of notifying the Registry of Deeds of property tax lien redemptions was done manually. This process was automated to achieve direct labor savings.
- 7) The Human Services Client Management System developed in 1993 was enhanced in many areas this year. Reports were added, the data bases were expanded and the month-end closing procedure was simplified resulting in direct labor savings.
- 8) In anticipation of the development of a Geographic Information System, a new coding structure was developed to code properties in the following areas: 1) Sewer Available, 2) Sewer Exempt, 3) Water Available, 4) Watershed Protection Area, 5) Wellhead Protection Area, 6) Possible Contaminate Source, and 7) Property on Accepted Street. This was done in conjunction with the Engineering and Planning Departments.
- 9) Progress towards the Geographic Information System was made in the area of map computerization also. The Data Processing Department and the Engineering Department coordinated the digitizing of several of the Town's maps including the tax maps, the zoning maps and the prime wetland maps, by an outside vendor.
- 10) In 1994, the Data Processing Department was given the primary responsibility for the development of a records management strategy for the Town. Research was done this year on the types of records the Town needs to manage and preserve. A pilot project was identified for the Town Clerk's office to introduce the Town to document imaging technology.

The mission of the Data Processing Department is to encourage Town of Salem employees to be as productive and efficient as possible through the distribution of automated systems. In that regard, I want to sincerely thank my partner, Karen Landry, for doing her part towards the achievement of that goal. In addition, I would also like to thank Lieutenant Dennis O'Brien from the Salem Police Department for his many hours of assistance and his expertise in the acquisition and implementation of the Records Management System at the Police Department.

Respectfully submitted,

John A. Bernard
Data Processing Manager

ENGINEERING DEPARTMENT

Mission : To Provide Essential Professional Engineering Services To The Town.

Salem's Department of Engineering & Contract Administration provides engineering expertise in many areas including, but not limited to, the following:

- Planning and Design Process
- Construction Management
- Surveys, Maps and Records
- Overseeing Private Development of Public Improvements

These activities are affected by financial, legal, ethical, planning, environmental, sociological and political factors. Without professional integrity, good management and attention to proper procedures, any of these factors could embroil the Town in controversy.

Project highlights of this past year include the award of a contract to construct a Water Treatment Plant on Canobie Lake; The Hydrogeological Study of the Turner & Donigian Wells; and the full depth reconstruction of Cross Street, Salem Street, Pleasant Street, Old Rockingham Road and Lake Street.

Additionally this office performed 161 site/subdivision plan reviews; 174 septic design reviews; inspected 92 new septic system installations, 27 repaired systems, 52 sewer service connections, 22 gas service connections, and issued 347 various permits; responded to over 4,500 telephone messages and met with more than 3,000 visitors to our offices.

My sincere appreciation and thanks go to Jim Brown, Senior Engineer; Joe Chamberlain, Senior Engineering Technician, and Shirley Begg, Secretary, for their consistent professional attitude and dedication to completing the tasks set before them.

Respectfully submitted,

Edward J. Blaine, Jr., P.E.
Director of Engineering

FINANCE DEPARTMENT

The Town of Salem implemented a change in the billing structures for both water and sewer in 1994. The new rate structures provide equitable charges to all customers which properly reflect the cost of providing the utility service.

Three bond issues were approved at the 1994 Town Meeting. One was for the construction of a Water Treatment Plant at Canobie Lake and the other two were for the reconstruction of Old Rockingham Road, Pleasant Street, Lake Street and Salem Street. The total amount borrowed was \$6,350,000 with an average rate of interest of 5.75%.

The Town of Salem was fortunate to be involved in the New Hampshire Municipal Bond Bank's refunding of bond issues. Our 1978 and 1987 sewer and water bonds were refunded. This resulted in a savings of \$36,532 in 1994.

Respectfully submitted,

Frances A. Bernard
Finance Director

FIRE DEPARTMENT

During 1994, Salem Fire Rescue Services met several challenges. Our team of 64 members, mitigated 3309 emergency incidents, rendering life, property and environmental protective services. We continued to see a steady increase in service demand and expect this trend to continue. During 1994, we operated with fewer people. Fewer people, in a growth environment ultimately diminishes service. In 1994, we were able to minimize the impact. Our people are doing more. Our systems improved, our technology has improved.

OUR PEOPLE

On the people front, we are fortunate to have an experienced, well versed, mature work force. Our "rookies" have over five years experience. The experience factor has accommodated "doing more with less." Our firefighters, our officers are well versed, respected professionals. I take this opportunity to thank them for their individual and collective efforts.

While no new hiring took place, we did have a number of personnel changes. Mrs. Alice Campbell, our Communications Supervisor, retired after 20 years of service to our community. Mrs. Campbell's professionalism and experience are missed. Twenty years of answering and dispatching emergency calls, greeting visitors, working with firefighting personnel, scheduling and supervising our dispatchers, getting us to emergencies on a timely basis spell out a proud and valued career. We thank Alice for her service and wish her the best in retirement. Other personnel changes included the retirement of Lt. James Holland, a 13 year veteran. We thank Jim for his service as a firefighter and company officer. During 1994, Firefighter Warren Seckendorf was promoted to Lieutenant. Cheryl Ritchie, our most senior dispatcher was promoted to Communications Supervisor.

OUR SYSTEMS

In 1994, Total Quality Management (TQM) was introduced. Several teams and small work groups were initiated to address organizational and operational issues. Numerous Standard Operating Procedures (S.O.P.'s) were developed and implemented. The Radiological Emergency Response Plan for Salem's Host Community status to Seabrook Nuclear Station was demobilized. The Salem (all hazards) Emergency Response Plan (S.E.R.P.) was revised and updated. All of these documents represent hundreds of hours of work. The S.O.P.'s and the S.E.R.P. lay a foundation, a game plan, playbook if you will, for our organization to function. They set in place a system that gives our organization a solid management framework to support emergency services delivery.

In 1994, systems were developed in the areas of Fleet Maintenance, Emergency Medical Services, Hazardous Materials, and Buildings and Grounds. Our four shift commanders (Captains) were instrumental in developing systems for each of their staff function assignments. These systems are designed to ensure our operational readiness, prevent breakdowns, enhance safety, information, and control costs.

OUR TECHNOLOGY

With strong support from our Board of Selectmen, 1994 brought significant technology advances to our department. First and foremost, we saw our training program restored. This first full year with our training/operations officer position saw the establishment of our training records system, establishment of many safety programs (protective clothing, back injury prevention) and the organizational structure to respond to and implement technological changes.

In 1994, we placed our first of three, planned, heavy duty ambulances in service. These new units will reduce annual capitalization costs, maintenance costs, and enable us to carry added equipment and utilize our personnel better. In 1994 we placed a new forestry skid unit in service with Class "A" Foam technology. This unit has and will continue to reduce our operating time at brush and wildland fires. In 1994, we began a 3 year Self Contained Breathing Apparatus upgrade program. These new units are lighter weight and smaller, allowing our people to operate with less physical stress and in more confined areas. In 1994 we wrote specifications and have entered into a contract for a new pumper, integrating technological advances, designed to make our firefighter's jobs and service delivery safer and more efficient.

Our Fire Prevention Bureau, in conjunction with the Salem Exchange Club, brought a Fire and Burn Injury Prevention Trailer on-line. This trailer will be instrumental in building and maintaining strong community awareness of the hazards of a fire and more importantly, it will be used to teach life long fire and burn injury survival skills. Our investment in Fire Prevention is very critical toward controlling service demand increases. Our prevention division is top notch. Fire Marshal Roberts has strong systems in place as well as a comprehensive plan that prioritizes the work load and makes best use of limited resources.

In summary, we are operating in a changing environment. We are striving to make the best and most efficient use of our resources. We are however challenged to keep up with the growing demand. I take this opportunity to thank our officers, our firefighters, our dispatchers and our support staff for their individual and collective efforts. Our success is due to their efforts, their willingness to implement change, their dedication, and willingness to seek out continuous improvement. This report is concluded with a statistical breakdown of our activities in Emergency Response, Fire Prevention and Training.

Respectfully Submitted,

John R. Nadeau
Fire Chief

EMERGENCY RESPONSE HISTORY

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>
<u>FIRE</u>				
Structure Fires	125	41	48	72
Vehicles Fires	66	75	54	82
Woods/Grass Fires	162	85	85	125
Other Fire Emergencies	245	193	249	216
Service Calls	92	108	132	121
MVA/Extrication/medical aid	78	417	487	568
Fire Alarm Activation	466	436	443	469
Malicious False Alarms	32	28	18	28
Mutual Aid	38	33	32	23
Hazardous Materials	72	63	77	99
TOTALS	<u>1,377</u>	<u>1,479</u>	<u>1,625</u>	<u>1,803</u>
<u>EMS</u>				
Rescue 1 (Central)	1,211	1,125	1,283	1,280
Rescue 2 (North)	237	241	309	314
Rescue 3 (South)	256	421	439	530
TOTALS	<u>1,804</u>	<u>1,787</u>	<u>2,031</u>	<u>2,124</u>
COMBINED FIRE/EMS RESPONSES	3,181	3,266	3,656	3,927
% INCREASE	1.4%	2.6%	11.9%	7.4%

EMERGENCY INCIDENT HISTORY SUMMARY

<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>
2,928	3,031	2,813	3,117	3,309
	+3.5%	-7.2%	+10.8%	+6.2%

INSPECTION TOTALS

<u>INSPECTION TYPE</u>	<u>NUMBER</u>
Certificate of Occupancy - Residential	147
Certificate of Occupancy - Commercial	56
Oil Burner	148
Wood Stove	26
Fire Alarm	42
Sprinkler	43
Automatic Extinguishing System	4
LPG Installation	33
Flammable Liquid Installation	12
Construction	28
Compliance	240
Site Plan	58

Building Plan	54
Fire Alarm Plan	16
Sprinkler Plan	24
Fire Investigation	21
Complaint	73
Consultation	46
Haz-Mat	1
Public Education	78
Smoke Exhaust System	3
Routine Assembly	61
Routine Educational	24
Routine Health Care	1
Routine Lodging	1
Routine 1 & 2 Family	4
Routine Mercantile	7
Routine Business	15
Routine Industrial	8
Routine Storage	2
Routine Unusual	1
TOTAL	<u>1,277</u>

PERMIT SUMMARY REPORT

<u>PERMIT TYPE</u>	<u>NUMBER</u>	<u>FEE</u>
Assembly	58	0.00
Auto Extinguishing System	4	0.00
Blasting	5	125.00
Explosive Storage	1	0.00
Fire Alarm	52	0.00
Fireworks	2	0.00
Flam./Comb. Liquids Installation	5	0.00
LPG Installation	44	0.00
Oil Burner	179	0.00
Sprinkler	56	0.00
Storage of Explosives	1	0.00
Underground Tank Removal	23	0.00
Wood Stove	31	150.00
TOTALS	<u>461</u>	<u>275.00</u>

SALEM FIRE RESCUE TRAINING - 1994

94 Goals & Objectives
 Auto Transmission Pump Shift Procedures
 EAP Training
 Total Quality Management
 Mechanics Airbrake Orientation
 Driver Training
 Emergency Operations Center Training

Ambulance Report Writing
 Infectious Disease S.O.P.
 NHMA Leadership
 Burning Permits
 Firefighter Protective Equipment
 Allison Transmissions
 Fire Command
 Sexual Harassment
 EMT-I Protocol Update
 Target Hazards for Water Reserve in District 3
 In Service Inspection at Jordon Marsh
 2 ½" Hand Line Operations
 Medical Flight Procedures
 Building Review of New Jordon Marsh
 District Familiarization
 Pump Operations
 Radiological Emergency Response Plan
 Foam Midget
 House Burn
 Scott 4.5 Donning Procedure
 Incident Critique Procedure
 29m Ferno Stretcher
 Hazardous Materials Radiation Awareness
 Auto Transmission Pump Shift Procedures
 New Rescue Familiarization
 Pump Engagement
 Medical Emergencies
 Truck Spotting & Connecting to Hydrant
 Rescue Driver Training
 Exceptional Customer Service
 Tower Operations, Flowing Master Streams
 Pump Testing, Operations
 Orthopedic Emergencies
 ICS S.O.P., Review Bldg. Construction & Fire Spread
 Eight Fireground Factors
 Fire Tactics I
 EMT Refresher Course
 Review of Dispatch Related S.O.P.'s
 Short Board, Cardiac Arrest Management
 Documentation Procedures & State Ems Forms
 Body Systems and Trauma Patient Assessment
 EMS Laws & Regulations, Code of Ethics
 Airway Emergencies & Obstructions
 CPR Recertification
 Apparatus & Housekeeping Duties
 S.O.P Training for Dispatchers
 Forestry I Training
 SFD S.O.P.'s & Manual
 TB, Geriatrics
 EMS Report Writing Requirements
 Medical Legal Issues
 Building Review of Northeast Air Gas
 Accident Prevention - Back Injuries

 SUMMARY: 177 Training Sessions
 60 Different Topics
 5,208 Student Completion Hours

SOUTHEASTERN NEW HAMPSHIRE

HAZARDOUS MATERIALS MUTUAL AID DISTRICT

The Southeastern New Hampshire Hazardous Materials Mutual Aid District added an additional member in 1994. Communities represented including, Atkinson, Auburn, Chester, Derry, East Derry, Hampstead, Hudson, Litchfield, Londonderry, Pelham, Salem, and Windham.

As a reminder, the purpose of the District is to prepare our communities, on a regional basis, for response to hazardous materials incidents, both with training and equipment.

The District has purchased 13 air monitoring devices; one for each community in the District. These devices measure toxic gas, and oxygen levels. The departments have already put them to good use, particularly with the increasing responses to reports of carbon monoxide detector activations in homes.

The District is moving forward with the formation of a response team. Six technician team leaders have been selected to conduct research, assist member communities with planning, and develop the functional and equipment requirements for the team.

The response truck and trailers, equipped with petroleum spill equipment, will shortly be in service.

The District has and will continue to move forward to meet our original goal; to provide the most cost effective manner of responding to a hazardous materials incident.

Respectfully Submitted,

FOR THE BOARD OF DIRECTORS

Mr. Harold W. Berry
Selectman, Town of Salem
Chair, Board of Directors

FOR THE OPERATIONS COMMITTEE

Chief Alan J. Sypek
Londonderry Fire Department
Chair, Operations Committee

HEALTH DEPARTMENT

The year began with the adoption of a revised Chapter 284 - Tattoo, Body Piercing, Branding, and Permanent Make-up. There are now 7 establishments and 17 tattoo and/or body piercing artists in Salem. In 1994, the NH Legislature adopted State regulations governing tattooing and some body piercing procedures. Our local regulation will continue to be enforced as it is more stringent than State regulations in some areas.

The Mid-Atlantic Rabies Epidemic has apparently moved north and is now causing havoc in other New Hampshire communities. We are happy to note that Salem did not report any positive rabies cases in 1994 which was a welcomed change from the numerous positive cases and human exposures in 1993. Residents are urged to continue to be wary of wild life and to be sure that their dogs and cats receive their rabies immunizations as required by State law.

Many of the restaurants in Town are currently enjoying a reprieve from the recent, economically depressed years. Renovations to upgrade equipment and operations are underway at several locations. Plans are in various stages of development for several new national and/or regional chains. These restaurants will go through the Health Department plan review process and will join the list of over 170 food service establishments licensed and regularly inspected.

The number of code enforcement violations issued in 1994 decreased from those issued in past years. This decrease was first noted in 1993, continued through 1994, and may in part be due to residents' increased awareness and willingness to address issues that have serious potential public health and environmental health consequences.

The Health Officer, in conjunction with the Engineering and other Town departments spent a considerable amount of time in 1994 working with Groundwater Water Associates, Inc. to formulate a plan to reclassify Salem's wellhead and watershed areas. The first phase nears completion. This phase will request reclassification of the Wellhead Protection Areas to GAA status under NH RSA 485:C. This is the highest water classification given and everyone involved agrees that our wellhead areas are an invaluable resource that warrant this level of protection.

The New Hampshire Department of Public Health announced in September that under the Year 2000 Health Objectives developed by the US Health and Human Services Department, that the Salem Health Department had been awarded a one year grant of over \$20,000 provided to augment small, local health departments. The grant will be used to hire a temporary sanitary inspector to work on the next phase of the Groundwater Protection Plan. This phase will inventory and inspect all potential contaminate sources in Salem for the eventual request of a Town-wide GA1 reclassification for all areas not previously reclassified as GAA. There will be more information on this matter in subsequent months.

While 1994 was busy, 1995 promises to be even more hectic with considerable activity in many areas. Citizen comments and input are always welcomed.

Respectfully submitted,

Suzanne B. Doucette
Health Officer

HUMAN SERVICES DEPARTMENT

Salem's Town Welfare Department provides temporary assistance for food, heat and utilities, shelter and other necessities to residents who have no other resources to get them through difficult times or crises. The unemployment rate decreased dramatically in New Hampshire and in Salem in 1994. As the unemployment rate decreased so did need and the number of households applying for assistance. The Town assisted 260 households in 1994, approximately 630 individuals. Last year we had assisted 290 households. The budgetary cost for General Assistance in 1994 was \$110,000. In addition the Town assisted homeowners whose property we placed liens on and whose costs are included under accounts receivables in the Town Budget. The Town Welfare Department was under budget by over \$40,000 in the General Assistance Account. In 1994 reimbursements from past aid provided was \$48,372. In addition the Town received \$3,150 in Work Program reimbursements. The Work Program is a program where welfare recipients are put to work in various Town departments to repay the Town.

We also want to thank the groups that adopted low income families for Christmas gift giving and those groups that provided Thanksgiving turkeys and/or baskets to needy Salem families. These groups that did such a wonderful job are: Daddy's Junky Music Store, Home Depot, Salem Junior Women's Club, Salem Kiwanis, Salem Women's Club, Video Lab, Salem/Methuen Rotary Club, Veteran's of Foreign Wars Post 8546, VFW Ladies Auxiliary, AmVets, American Legion Post 63, and the Salem Exchange Club.

Respectfully Submitted,

Bob Loranger
Welfare Administrator

TOWN FUNDED HUMAN SERVICES

The Town funded the following agencies to help them with their missions in Salem in 1994:

The Salem Visiting Nurses Association (SVNA).

The Salem Nurses received \$45,800 in Town funding in 1994. SVNA is a certified home health agency with a twenty-nine year history of providing home health services to residents of Salem. Their mission is to promote the well-being of townspeople through the provision of skilled home visits, education, and community health clinics. The SVNA is located at 90 Stiles Road, Suite 101. In fiscal year 1994, SVNA experienced a growth in total home visits by providing 18,257 visits including physical therapy visits, skilled nursing, occupational therapy, speech therapy, medical social work, and Home Health Aide visits. Town support paid for visits that otherwise would not have been made for financial reasons and for people seen at the office for free services including blood pressure, flu shot clinics and health promotions, etc. SVNA has a free childhood immunization clinic and has started a new Well Child Clinic, providing free health care. The clinic is located at Main Street Medical, 141 Main St., and is held every other month. Other services provided by the Agency include free blood pressure readings, tuberculosis screening, adult immunizations and information and referral. In 1994 a new HIV confidential testing program was begun.

Greater Salem Caregivers (GSC).

The Greater Salem Caregivers received \$15,000 in Town funding in 1994. GSC provides supportive services, through a network of volunteers to those who are frail, elderly, temporarily or permanently disabled, ill, homebound, and to those individuals with other "special needs". Volunteers provide rides for medical appointments, friendly visits, do errands, chores and minor repairs. Assistance is provided in locating other services, support, and professional care. In 1994 GSC served 240 Salem residents last year with 3,500 units of service, primarily for transportation to medical appointments.

A Safe Place/Women's Resource Center.

These two agencies together received \$2,000 of Town funding in 1994. They provided direct services to battered women and their children including emergency shelter from abuse, a 24 hour crisis intervention hotline, court advocacy in obtaining protective restraining orders, support groups, peer counseling, in-shelter children's program, emergency transportation and referrals to community agencies and resources. These services are crucial if women and children are to be able to make transition out of abusive living situations, and lives free from violence. Last year 98 Salem residents received these services.

Retired Senior Volunteer Program (RSVP).

RSVP received a \$3,000 Town allocation in 1994. RSVP seeks to provide a recognized role in the community and a meaningful life retirement for older Americans 60 years and over. The RSVP program is people helping people, volunteers sharing their skills of a lifetime to support their communities. In 1994 Salem's RSVP volunteers contributed 22,117 hours to 24 non-profit agencies, such as the Salem Boys & Girls Club, SalemHaven Nursing Home, Millville Arms Association, Salem Association for Retarded Citizens, Salem Meals on Wheels, Greater Salem Caregivers, etc.

The Rockingham Visiting Nurse Association/Homemaker Services.

The Rockingham VNA received \$16,000 in Town funding in 1994 to provide Homemaker Services. These services meet needs related to problems of chronic or temporary illness, problems of aging, handicapped conditions, and family stress. Homemaker Services are tailored to the individual clients to assure the most needed task for their household are accomplished. Approximately 4,175 Homemaker visits were made to Salem residents in 1994. The Rockingham VNA has also provided acute care nursing services and special elderly health services to Salem residents.

The Rockingham VNA also received \$4,000 in Town funding in 1994 for Hospice Services. Hospice Services are a family centered system of care devised to provide support and practical assistance for those living with terminal illness. Attention is directed at the needs of the family as well as those of the patient. The majority of the services are provided by Hospice volunteers, men and women extensively trained in the care and support of the terminally ill. Over 172 client visits were provided by the Hospice program in Salem last year.

Big Brothers/Big Sisters Program.

The Big Brothers/Big Sisters received \$12,570 in Town funding in 1994. The purpose of Big Brothers/Big Sisters is to provide 7-14 year old children from single parent families with consistent, one-to-one long term relationships with capable, caring adult volunteers. The program seeks not only to prevent problems but to promote healthy growth and development of boys and girls through the friendship and positive role model of a Big Brother/Big Sister. In 1994 there were 35 Little Brothers and Little Sisters matched with Big Brothers and Big Sisters and approximately 50 youths served.

Rockingham County Community Action Program (RCCAP).

RCCAP received \$16,190 in 1994. RCCAP'S mission is to serve the needs of the areas low income residents by assisting them in coping with the hardships of poverty, providing them with the tools to lift themselves out of poverty and seeking to eradicate the root causes of poverty. RCCAP has an outreach office in Salem and has provided over \$187,601 worth of fuel assistance to 349 Salem residents in the 1994 program year. It has also provided Salem residents with weatherization services, family day care services, WIC Program services, food, crisis assistance, lifeline services to the isolated elderly and handicapped, etc. The total value of services to Salem residents was over \$595,151 this last year.

Counseling Services (Center for Life Management).

The Center received \$26,000 of Town funding in 1994. The Center provides psychiatrists, psychologists and other specialists who work with adults, youth, couples, families and elderly offering confidential counseling for clients with long term emotional difficulties. It has an eight bed residence for adolescent girls separated from their families because of personal family problems. The Center has a community education program and works closely with schools, courts, police and other health and human service providers. The Town allocation provides sliding fee services to low income residents of Salem. In 1994 the Center provided approximately 800 hours of sliding fee services to Salem's low income residents

PERSONNEL DEPARTMENT

During 1994 the Police Chief retired and the Town Manager resigned, which left two key positions vacant. A new Police Chief was appointed in August and the Selectmen appointed a very capable person as Interim Town Manager.

The Department recruited and processed several vacant positions due to resignations/retirements (Clerical, Building Inspector, Police Officers, Part-Time/Full-Time Dispatchers, Public Works Mechanic, and Meter Reader).

My special thanks goes to Senior Volunteer Patricia Kimball; with her assistance, many projects were completed. It is always a pleasure to work with the very capable Salem staff. I look forward to supporting the high standards of the Personnel Department in 1995.

Respectfully submitted,

Anne K. Priestley
Personnel Assistant

PLANNING DEPARTMENT

The Planning Department consists of Planning Director Ross Moldoff and Administrative Secretary, Lydia Esmel. The Assistant Planner's position has been vacant since May, 1990 due to budgetary constraints. Our first responsibility is administering the Town's planning laws, including zoning, subdivision, site plan, and other regulations. This involves extensive dealings with the public, investigating complaints, reviewing plans and proposals, inspecting sites, working with other staff, and arranging Planning Board meetings. In 1994, the Planning Board met 31 times and reviewed about 70 new plans. Major projects included subdivisions on Cindy Avenue, Twinbrook Avenue, Hampstead Road, Liberty Street, Lake Street, and Town Farm Road, industrial buildings on Raymond Avenue and Northwestern Boulevard, several retail stores, and the wood reprocessing facility on Lowell Road. We also provide staff support to the Conservation Commission - arranging meetings, reviewing plans and assisting applicants - and clerical service to the Health Officer.

Our second major responsibility is long-range planning for the community. This involves updating and implementing the Town's Master Plan, proposing new regulations to control land development, coordinating the Capital Improvement Plan, and working on a variety of miscellaneous planning projects. Our major accomplishment in this area was helping the Planning Board review and adopt the Salem Depot Traffic Study, which proposes a long-term solution to traffic problems in this area. Other planning activities in 1994 included:

- Preparing a successful grant application to extend sidewalks on Geremonty Drive and Veterans Memorial Parkway.
- Overseeing a study on the feasibility of school impact fees.
- Coordinating the North Broadway Landscaping Committee and preparing a report for the Board of Selectmen.
- Helping the Conservation Commission acquire conservation land off Route 111 and plan for a new parking lot/entrance to the Town Forest.
- Preparing a grant application for drainage improvements on St. Mary's Lane.
- Preparing amendments to the Subdivision Regulations.
- Helping the Conservation Commission acquire a conservation easement along Veterans Memorial Parkway.
- Working with the Rockingham Planning Commission on transportation issues.
- Co-Sponsoring the Garden Club's commercial landscaping awards.
- Drafting several zoning amendments to strengthen our land use regulations.

Another subject we focused on in 1994 was economic development. We worked with a new non-profit economic development corporation, the Salem Regional Economic Council, to submit a grant application to help finance expansion of a local industrial company. We also worked to coordinate a public forum on small business financing opportunities, and applied for administrative funds from the NH Community Development Finance Authority.

We thank everyone who worked with us in 1994 and we look forward to another productive year in 1995.

Respectfully submitted,

Ross A. Moldoff
Planning Director

POLICE DEPARTMENT

In the police department 1994 is remembered as a year of transition. Chief James Ross retired after 26 years of full time service to the Town of Salem, with the last 5 years carrying out his duties as the leader of this agency. His contributions to the Town are immeasurable and his presence will be missed. He has passed on an agency endeavoring to be professional while providing quality services to the community.

Other personnel changes during 1994 saw the retirement of Officer Thomas Tetreault and the resignations of Records Clerk Donna Kurisko and Dispatcher Susan Meaney. We hired four new police officers, Bonnie Brooks, Eric Lamb, Richard Oliveri and Brian Bodenrader to fill vacancies; Brian Cisneros as a Dispatcher and Wezea Daniels as a Clerk. We are confident these new additions will be assets to the agency.

CRIMINAL ACTIVITY

The Salem Police Department participates in the Uniform Crime Reporting (UCR) system which lists all major crime groups. This measurement allows us to compare ourselves to similar sized agencies in the State as well as the country. Involvement in UCR allows us to track criminal activity in Salem and give us a sense of where we should concentrate our efforts. Our UCR statistics for 1994 as compared to the past four years are:

<u>Part I Crimes</u>	<u>1994</u>	<u>1993</u>	<u>1992</u>	<u>1991</u>	<u>1990</u>
Homicide	0	2	1	2	1
Rape	0	5	0	6	13
Robbery	16	30	30	36	22
Assault	204	225	163	206	195
Burglary	173	144	196	186	240
Larceny	1,230	1,030	1,014	1,090	910
Stolen M/V	454	329	392	337	280
Arson	4	5	3	7	4
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
TOTALS	2,081	1,770	1,799	1,870	1,665

The 1994 criminal statistics reveal a 17.5% increase in Part I crime; a 6.0% increase in Part II (lower level) crimes. Based on these statistics the Town of Salem has a per capita crime rate of 80.8 (crimes per thousand people) which is the second highest rate in the State (behind Manchester). One of the primary reasons for such a high number is the large transient population we host on a daily basis.

Other areas of interest in our 1994 statistics include:

Motor Vehicle Accidents - Total = 630

Fatal (Pedestrian)	1
Personal Injury	164
DWI Related	22
Hit & Run	101
Pedestrian Involved	22
Bicycle Involved	12

Number of Arrests - (Adult)	1,377	(Juvenile)	514
Number of Summons -	1,249		
Number of M/V Warnings -	7,363		
Calls for Service -	31,213		
Total Miles Patrolled -	410,843	(1993)	444,477

In order to better serve the community, new computer software has been installed in 1994 and will continue to be added to in 1995. Once this system is fully operational, we will be able to meet federal mandates for reporting criminal statistics, analyze our own data and respond accordingly, and become more efficient in the way we conduct ourselves.

SERVICES TO THE COMMUNITY

Due to the high level of calls for service we have not provided all the additional services we would like to give or the community expects. We look towards 1995 to address this concern and possibly expand our programs. 1994 saw the continued success of the D.A.R.E. program and other teaching programs in the classroom. Officers had the opportunity to attend training in a wide range of topics including the beginning of exposure to Community Oriented Policing. This philosophy will be adopted slowly and should improve community-police relations while making us more efficient and effective in service delivery.

GOALS AND OBJECTIVES:

In the first months of 1995, we will be making a total review of all facets of the Department and the services we provide. We intend to create a "Master Plan" for ourselves to direct and focus our activity in the coming years. This project will target such key areas as Personnel, Programs, Training, Equipment and Capital Outlay. We will also be seeking community input in this valuable tool that will direct the future course of the agency.

COMMENTARY:

Having been appointed Chief of Police in mid-August, I used these past few months to learn as much as possible about Salem. I have had the opportunity to meet many community members and look forward to meeting many more of you in the months and years to come. I wish to express my appreciation to the Town Manager and Interim Manager, the Board of Selectmen, other department heads and employees for their input and assistance in getting me acclimated. And I wish to thank the men and women of the Salem Police Department who have participated in such a smooth transition that illustrates their professionalism and dedication to duty. I look forward to what we will be able to achieve in the future while we serve the community.

Respectfully submitted,

Stephen Mac Kinnon
Chief of Police

PUBLIC WORKS DEPARTMENT

DIRECTOR'S REPORT

1994 was an extremely busy one at the Public Works Department. There is a constant increase in the demand for services. With the winter season came 74" of snow, sleet and freezing rain, with below normal temperatures that caused many additional problems besides the 16 plowing operations. The summer construction season saw much needed road repairs accomplished throughout the Town. Construction on the Water Treatment Plant at Canobie Lake began, and will be on line next Summer. The Town Government continues to address many other major issues such as, use of Town owned wells, disposal of solid waste, expansion of the water and sewer systems, and continued repair and maintenance of the road network. These along with hundreds of smaller issues keeps everyone hopping. The Town is presently in the process of searching for a new Town Manager to fill the vacancy created by the departure of Barry Brenner, who was Manager for over 4 years. Former Selectman David Tilton was appointed as Interim Town Manager and has done an excellent job to keep the daily communications going between the Board of Selectmen and Staff. I hope that the coming year will continue to have a better economic outlook for this area.

The men and women of this Department will continue to provide the best possible service to the Community that funding will allow. My sincere gratitude to those employees of this Department who, on many occasions, have gone "ABOVE and BEYOND THE CALL OF DUTY"; your dedication to your work is truly appreciated.

Respectfully submitted,

George W. Sealy
Director of Public Works

ANIMAL CONTROL DIVISION

The year 1994 was a busy one for the Animal Control Division. Fortunately there were no reported rabies contacts. The Rabies Epidemic experienced in 1993 seems to have moved from the Salem area. This is good news for all.

The largest number of calls to the Animal Control Division (965) were for dogs running loose. This is an increase of 145 complaints over the last year. The Animal Control Officer responded to 1,600 calls for service, picked up 134 stray dogs, 201 stray cats, and received 43 animal bite reports during the year. The Office was also involved in a variety of other animal related calls. The Animal Control Officer issued 59 warnings and 36 fines in 1994. The Animal Control truck traveled 16,241 miles throughout the year.

The Animal Control Office works closely with the Salem Animal Rescue League (S.A.R.L.) which functions from the Town Kennel. The Kennel is located on the site of the former wasteWater Treatment Plant, off Route 28. The Kennel phone number is 893-7169 and messages may be left on the Answering Machine for S.A.R.L.

There were 1,245 Dog Licenses issued in 1994. It should be noted that ALL DOGS over the age of 3 months are required to be licensed EVERY YEAR BY MAY 1ST.

The license schedule is as follows:

\$9.00 - For any Unaltered Male or Female

\$6.50 - For any Altered Male or Female

\$2.00 - For one (1) dog only, if owner is over 65 (proof of age is required)

There is a \$15.00 forfeit if not licensed by June 1, 1995, per RSA 466:13. There is a \$1.00 per month penalty if not licensed by June 1, 1995. When registering animals, applicants must bring current rabies and altering certificates to the Town Clerk's Office. The Animal Control Officer can be reached Monday through Friday 7:00 a.m. - 3:30 p.m. by calling 893-2335, or after 3:30 p.m. and Weekends through the Police Department at 893-1911.

Respectfully submitted,

Paul W. Weed
Animal Control Officer

PARKS & PROPERTIES DIVISION

PARKS:

The Division is responsible for a part of the maintenance on 20 Town owned buildings and many other Town owned properties, 2 Town Beaches, 4 Tennis Courts, 16 Ballfields, 1 Soccer Field, 2 Playgrounds and 2 Small Parks. The maintenance begins on these fields when the season begins in late April and until playoffs end in late October.

PROPERTIES:

This year the Division completed several remodeling projects to Town owned buildings which included the Public Works Building, Municipal Office Building, Dog Kennel, Hedgehog Park and the Police Station.

CEMETERIES:

There were 112 burials and 29 cremations in 1994. There are 3 active Cemeteries and 2 Historic Cemeteries which are maintained by the Division. 120 lots were sold this year, none of which were on a pre-need basis. Our expansion program is on schedule for this year with the laying out of Section 8, to be completed in the spring or early summer of 1995. This year the Division has submitted a Capital Budget that includes a plan to develop the remaining five (5) acres of land at Pine Grove Cemetery.

The Parks & Properties Division of the Public Works Department is made up of 5 dedicated individuals who also respond to winter weather emergencies.

My Thanks go to Ron Paul, Chris Colella, Terry Boudreau and Gary Goodwin for a job well done.

Respectfully submitted,

Robert L. Dennis, Sr.
Parks & Properties Superintendent

STREETS/SHOPS DIVISION

Over the past year the Streets & Shops Division was very instrumental in the construction and completion of several major projects within the Town of Salem. Some of these projects included the construction of 15 new catch basins and 1,100 feet of drainage pipe, along with the paving of the Town Farm Road area, McLaughlin Avenue and sections of Liberty Street, Hampstead Road, North Main Street and Brady Avenue.

The Streets & Shops Division repaired 65 catch basins and associated pipes, cleaned and inspected over 1,500 catch basins, replaced over 300 street and safety related signs due to vandalism and installed many other informational or directional signs, used 1,025 tons of hottop and 475 tons of cold patch for various types of normal and emergency road repairs, cut over 10 miles of roadside brush, swept 150 miles of paved roads and graded 15 miles of gravel roads in the spring and again in the fall.

The Streets & Shops Division, working along with several private contractors, installed 690 feet of guardrail, removed 29 dead or dangerous trees, painted all traffic lines and road markings, and maintained 45 traffic control signals. Winter maintenance of Salem's 353(+/-) lane miles of road consists of 28 plow routes and 14 salt and sand routes. In calendar year 1994 there were 16 plowing operations, with the annual snowfall totaling 74 inches. There were also 43 full or partial salting and sanding operations using 4,500 tons of salt and 5,000 tons of sand/salt mix to provide the safest possible driving conditions for our citizens.

The Streets & Shops Division (including the Fleet, Solid Waste and Streets sections) maintains and inspects 68 vehicles and 13 specialized pieces of equipment. The Division also excavates and hauls cover material for the residential wood and brush landfill at the Shannon Road Solid Waste Facility. In 1994, the Solid Waste Facility transferred 11,125 tons of household trash to the "waste to energy" plant in Haverhill MA. In addition, the Facility sent 6.5 tons of cans, 248 tons of paper, 19.8 tons of glass, 2,500 gallons of motor oil and 3 tons of car batteries to various recycling facilities. The Division continues to be on Emergency Call-back status, and responded to over 105 after normal work hour emergency calls during 1994. The Streets & Shops Division is made up of 18 very dedicated and experienced individuals, who are an asset to the Town of Salem, and are to be commended for a job well done.

Respectfully Submitted,

William J. Duma, Jr.
Operations Superintendent

UTILITIES DIVISION

Over the past year the Utilities Division has been actively involved in all water and sewer construction in Town. Some of the major projects are as follows:

- Extension of 12" water line, plus 3 new hydrants on North Broadway, near WalMart - (Privately Funded).
- Extension of 12" water line, plus 2 new hydrants on Lake Street to Harris Road.
- Ballard Lane, off Hampstead, Road subdivision new 8" water line 2 new hydrants (Privately Funded).
- Gibney Circle, off Twinbrook Ave., subdivision new 8" water and sewer lines plus 3 new hydrants (Privately Funded).
- Reconstruction of Cross St., replaced old 6" water line with 12" water line plus 5 new hydrants.
- Reconstruction of Salem St., repaired or replaced all water shut off valves in Sreet.
- Wooded Knoll, off Main St., subdivision new 8" water line and 2 new hydrant (privately funded).
- Reconstruction of Pleasant St., replaced old 6" water line with new 12" water line and 6 new hydrants.
- Erin Lane, off Liberty St., new subdivision 8" water line, and 2 new hydrants (Privately Funded).

In addition, the Division repaired 22 water main breaks and 57 water gate boxes throughout the year. Water meter services were:

Calibrate Meters	40	Meter Update	76
Turn On	64	New Meters	138
Final Readings	242	Re-reads	847
Shut off/winter	84	Freeze-ups	49
Test/repairs	323	High Consumption	8
Certificate of Occupancy	75	Low Consumption	3
Construction Meter	3		

In addition to these construction projects the daily operations of the Utilities Division includes the following responsibilities:

- Daily operation at Canobie Lake Pumping Station and Donigian Well which together pumped 753 million gallons of drinking water in 1994. Construction is well underway for the new Water Treatment Plant at Canobie Lake; completion is expected mid-1995.
- Maintain 151 miles of water lines and all water gate boxes (water shut offs).
- 633 fire hydrants are serviced and flagged for winter each year.
- All residential water meters (5,346) are read quarterly and repaired when necessary.
- All commercial water meters (665) are read monthly and repaired when necessary.
- Inspect and test all 525 cross connection devices (backflow check valves).
- Maintain two 1.5 million gallon water towers, located on Lawrence Road and Howard Street.
- Maintain Manor Parkway Booster Station which increases water pressure and provides fire protection in industrial park area.
- Maintain Route 97 and Salem Street water tie-in stations from Methuen, MA.
- Turner Well, no water production in 1994.
- Maintain sewer trunk lines (55 miles).
- Maintain sewer manholes (1,562).
- Maintain 10 sewer lift stations located on:
 - Commercial Drive
 - Twinbrook Avenue
 - Stiles Road
 - Butler Street
 - Keewaydin Drive I
 - Freedom Drive
 - Keewaydin Drive II
 - Copper Beach Road
 - Haigh Avenue
 - South Policy Street

We continue to be on emergency response status for calls day and night. It is through the efforts of all Utilities Division employees that we are able to maintain the highest quality of service that our customers have come to expect and deserve year after year.

Respectfully submitted

Daniel F. Pacheco, Sr.
Utilities Superintendent

RECREATION DEPARTMENT

The Salem Recreation Department's mission is to develop and maintain the recreation and leisure resources of the community and to provide instructional programs with a high quality of skilled instructors and offer special events to the citizens of the Town of Salem.

The Recreation Department consists of a year-round staff of one full-time coordinator and one part-time secretary. There are thirty-five temporary/part-time seasonal employees within the Recreation Department employed for the various programs offered throughout the year. The department is located at 287 Lawrence Road, second level of the Senior Center (Mary Foss School). We provide a variety of activities and special events for all ages. Instructional programs range from youth dance classes, swimming lessons, tennis lessons to adult line dancing, CPR courses and more. Special events and sporting activities such as Red Sox games, July 4th Celebration, and Disney on Ice were only a few of the activities that the Recreation Department offered in 1994.

The Salem Recreation Department would like to notify all individuals, businesses and organizations interested in using the Town of Salem's ballfields and beach facilities to submit a Facility Request Form to the Recreation Department two weeks prior to the requested date of use of the facility. This permit form can be obtained from the Recreation Department. All permit applicants must be 18 years of age or older. Permits will be issued depending on the availability of the facility being requested.

A past member of the Recreation Advisory Committee, Mr. Frank Gruber, and a group of citizens organized to raise funds and donations to put up lights at the Salem High School football field (Grant Field). This was accomplished in late Fall of 1994; lights were in place and the first night game was played on Friday, October 21, 1994. The attendance at the football game was outstanding. GREAT JOB EVERYONE.

The Recreation Department, Public Works, Parks and Properties Department and the Building Department staffs had the pleasure of working together with the Salem Junior Women's Club members and their Chairperson Cheryl Gordon. This organization took on the task of renovating the ell-shape building attached to the Palmer School. This task was accomplished by the Salem Junior Women's Club members obtaining money donations, as well as building material donations and volunteer labor from the many businesses and organizations within the Town. The renovations of the ell-shaped building began in July and was completed by the end of September. All the children who participate in the Salem Recreation Department's Palmer School programs, as well as the parents and the staff of the Recreation Department appreciate all the hard work and effort it took to complete this task. Thanks for a great job, we really appreciate everyone's hard work.

In conclusion, I would like to thank all the Recreation Department's employees: Palmer School staff, lifeguards, playground staff, special needs coaches and the many other instructors of our individual programs for making 1994 a successful year for the Recreation Department. Special thanks to Esther Lucey, Recreation Secretary, and employees of the Parks and Properties Division of the Public Works Department, plus the many businesses, civic organizations, volunteers, service groups, the Salem School District and the Recreation Advisory Committee members who have assisted and supported us in 1994.

If you have any suggestions, comments or program ideas that you would like to share with us, please contact our office at 893-5731, Monday through Friday from 8:30 a.m. 5:00 p.m.

Once again, thanks for a successful 1994. We look forward to offering you many programs in the upcoming year.

Respectfully Submitted,

Julie Kamal
Recreation Coordinator

SALEM SENIOR CENTER

The Salem Senior Center is open Monday through Friday from 9:00 a.m. to 5:00 p.m. year round. The seniors meet, join in activities and socialize with their friends. The noon meal is available and is furnished by the Rockingham County Nutrition Program for a small donation. The activities include line dancing, cards (bridge, bid whist, scat, cribbage, 45's and pinochle), beano, painting, ceramics, and the Salem Choral Group. There is daily walking at the Rockingham Mall at 9:00 a.m. Bowlers meet at Park Place Lanes in Windham on Fridays at 9:30 a.m. The weight loss clinic meets on Thursdays at 9:30 a.m. The easy tone exercise machines are available for use on Thursdays from 12:30 p.m. - 1:30 p.m. with an attendant.

There is one van which brings seniors to the Center early in the day to participate in the activities and for lunch. They are picked up at their homes and returned following the meal and/or activity. The van is also used to take them grocery shopping at designated markets and return them to their homes. This year, the van began providing transportation to and from medical appointments; the Doctor's offices must be located in Salem. This service is available two mornings per week.

The 20th annual Health and Information Fair was held in October. Over 500 people attended. Screenings and information tables were provided, and flu shots given free of charge.

Identification cards are furnished Salem Residents 60 years of age or older. The vial of life program consists of a statistical paper placed in a vial containing medical information, hospital preference, next of kin to be notified in case of emergency, doctor's name, medication and dosage taken. Medics and ambulance attendants are aware of this program. This information is used only in case of an accident or emergency.

Seniors volunteer at Salem Schools to help with the student population. The Golden Agers Club meets the second Monday of each month at 12:30 p.m.; the Salem Council on Aging meets six times a year the third Thursday at 5:00 p.m.; the Rebekahs meet the first and third Mondays at 7:00 p.m. All meetings are at the Center.

The "Salem Senior Column" is published weekly in the Salem Observer, Manchester Union Leader and Eagle Tribune. The "Town Crier" is a newsletter published and mailed every other month to all senior citizens. It informs them of activities in the community as well as other informational items. Marion Robinson has been Editor of both of these publications for eighteen (18) years.

Outside speakers are welcome at the Center. We have had stage and screen celebrities Donald O'Connor and Eva Marie Saint grace our halls, in conjunction with Continental Cablevision and American Movie Classics cable channel promotions.

The local V.F.W. sponsors a special Valentine Dance and Halloween Dance for the seniors of Salem. This is done on an annual basis and are two of the highlights of the year.

The "Good Morning" program is a safety precaution for seniors living alone. The person telephones the Center every morning to let personnel know he/she is alright. If the individual does not phone by a predetermined time, a call is placed to the home to make sure all is well. The living will program is available for seniors. There is help with Medicare, medical and income tax forms, general problems, referrals and disbursement of information (both general and specific). Free Notary Public services, referrals for legal assistance and Income Tax preparation are available. The Salem Visiting Nurses Association conducts a blood pressure clinic at the Center the third Tuesday of each month at 12 noon. Blood sugar is taken every other month at 11 a.m. on the same day.

Week-long, overnight and day trips continue to be offered. The Salem Seniors Choral Group entertains residents of retirement and Nursing Homes in Salem and surrounding communities. They are indeed a busy group and well received wherever they go. They also raise money for the benefit of the Greater Salem Caregivers. Thanksgiving dinner for seniors who may be alone for the holiday is offered by the Derry/Salem Elks . Christmas Fund activities are coordinated from the Center. The Salem Police and Fire Departments and Salem Visiting Nurses Association are invited to submit information articles for inclusion in our "Town Crier" newsletter. These are beneficial and helpful to the health, safety, and well being of the elderly and provide knowledge of how to deal with potential problems, hazards and scams.

In September the First New Hampshire Bank sponsored a special Bingo for the Seniors. This event was well attended and enthusiastically received. Recently a phone pals program was initiated at the Barron School whereby Seniors and children who may be home alone after school are coupled to provide a nurturing link. In conjunction with the Lancaster School there is an effort to "Adopt a Grandparent/Grandchild".

Respectfully submitted,

Sally Sweet
Senior Citizens Coordinator

TAX COLLECTOR

YEAR ENDING DECEMBER 31, 1994

	<u>1994</u>	<u>1993</u>	<u>1992</u>	<u>PRIOR</u>
Remitted to Treasurer during fiscal year:				
Property Taxes	\$32,516,423.00	\$2,492,029.00		\$ 2,857.00
Resident Taxes	\$ 161,681.00	\$ 14,512.00	\$ 670.00	
Land Use Change	\$ 205,393.00	\$ 74,400.00		
Yield Taxes	\$ 1,106.00	\$ 2,487.00	\$ 1,600.00	
Utilities	\$ 2,930,668.00	\$ 632,853.00		
Interest	\$ 33,969.00	\$ 167,218.00	\$ 160.00	\$ 1,595.00
Penalties	\$ 411.00	\$ 1,447.00	\$ 67.00	
Discounts Allowed:				
Abateements Made:				
Property Taxes	\$ 4,474.00	\$ 88,920.00		\$127,354.00
Resident Taxes	\$ 2,040.00	\$ 380.00	\$26,840.00	
Land Use Change				
Yield Taxes				
Utilities	\$ 130,831.00			
Curr. Levy Deeded				
Uncollected Taxes				
- End of Year:				
Property Taxes	\$ 2,197,228.00			\$ 0.00
Resident Taxes	\$ 41,600.00	\$ 30,980.00		
Land Use Change	\$ 0.00			
Yield Taxes	\$ 7,198.00	\$ 0.00		\$ 660.00
Utilities	\$ 641,418.00			
	<u>\$38,874,440.00</u>	<u>\$3,505,226.00</u>	<u>\$29,337.00</u>	<u>\$132,466.00</u>

	<u>1994</u>	<u>1993</u>	<u>1992</u>	<u>PRIOR</u>
Uncollected Taxes				
- Beg. of Year:				
Property Taxes		\$2,493,596.00		\$ 2,857.00
Resident Taxes		\$ 43,600.00	\$ 27,510.00	
Land Use Change		\$ 14,400.00		
Yield Taxes		\$ 298.00	\$ 1,600.00	\$ 660.00
Utilities		\$ 632,853.00		
Taxes Committed				
- This Year:				
Property Taxes	\$34,674,044.00			
Resident Taxes	\$ 205,140.00	\$ 2,230.00		
Land Use Change	\$ 205,393.00	\$ 60,000.00		
Yield Taxes	\$ 8,304.00	\$ 2,189.00		
Utilities	\$ 3,702,917.00			
Overpayment:				
Property Taxes	\$ 44,081.00	\$ 87,353.00		\$127,354.00
Resident Taxes	\$ 181.00	\$ 42.00		
Land Use Change				
Yield Taxes				
Interest Collected				
on Delinquent Tax	\$ 33,969.00	\$ 167,218.00	\$ 160.00	\$ 1,595.00
Collected Resident				
Tax Penalties	\$ 411.00	\$ 1,447.00	\$ 67.00	
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DEBITS	<u>\$38,874,440.00</u>	<u>\$ 3,505,226.00</u>	<u>\$ 29,337.00</u>	<u>\$ 132,466.00</u>

DEBIT	<u>1993</u>	<u>1992</u>	<u>1991</u>	<u>PRIOR</u>
Unredeemed Liens Balance at Beg. of Fiscal Year		\$1,228,899.00	\$ 892,163.00	\$ 60,772.00
Liens Executed During Fiscal Year	\$1,623,231.00			
Interests & Costs Collected After Lien Execution	\$ 45,233.00	\$ 152,266.00	\$ 279,844.00	\$ 4,658.00
Overpayments	\$ 12.00	\$ 0.00	\$ 937.00	
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DEBITS	<u><u>\$1,668,476.00</u></u>	<u><u>\$1,381,165.00</u></u>	<u><u>\$1,172,944.00</u></u>	<u><u>\$ 65,430.00</u></u>
CREDIT				
Remittance to Treasurer:				
Redemptions	\$ 627,679.00	\$ 614,127.00	\$ 859,837.00	\$ 8,048.00
Int./Costs (after lien execution)	\$ 45,233.00	\$ 152,266.00	\$ 279,844.00	\$ 4,658.00
Abatement of Unredeemed Taxes	\$ 1,616.00	\$ 4,766.00	\$ 1,247.00	
Liens Deeded to Municipalities	\$ 2,124.00	\$ 1,983.00	\$ 1,989.00	
Unredeemed Liens Bal. End of Year	\$ 991,824.00	\$ 608,023.00	\$ 30,027.00	\$ 52,724.00
	<hr/>	<hr/>	<hr/>	<hr/>
	<u><u>\$1,668,476.00</u></u>	<u><u>\$1,381,165.00</u></u>	<u><u>\$1,172,944.00</u></u>	<u><u>\$ 65,430.00</u></u>

Respectfully submitted,

Jacqueline Gucciardi
Tax Collector

TOWN CLERK

The Town Clerk's office continued to be very busy in 1994. There was an increase in the number of auto registrations and titles which was reflected in the increase of motor vehicle tax revenues by about \$298,000. Other revenues are shown in the statistical report of the Town Clerk.

In 1994 we completed our computerized vital records program with the State of New Hampshire. Both marriages and deaths are now on computer and linked with the State of NH via modem on a weekly basis. This makes for an efficient and accurate recording of all vital records.

The Town Clerk's office offers a variety of services to residents and businesses. It is responsible for auto registrations and title applications, marriage licenses, vital statistics, dog licenses, town records, voter registration applications and information, elections, UCC's, tax and other liens and attachments, dredge and fill applications, pole permits, Articles of Agreement (non-profit filings), oaths of office and Sheriff's writs.

In 1995 we will begin to implement the new law concerning compliance in dog licensing. It will be quite involved and will force many residents, who do not comply now, to license their dogs.

I would like to thank my deputy Mary Fawcett, bookkeeper Ruth Hayes and assistant clerks Barbara LaPointe and Jill Edgcomb for their dedicated public service and consistent professionalism.

VITAL STATISTICS - 1994

Recorded in Town Clerk's Office:

Marriages	409
Births (Born in Salem)	0
Deaths	
Salem Residents--Died in Salem	60
Salem Residents--Died in other towns	96
Non-Residents----Died in Salem	21
Non-Residents----Buried in Salem	34

RECEIPTS - 1994

Automobile Tax Permits	\$2,361,529.00
1994 (30,875)	
Title Fees	13,110.00
Marriage License Fees*	16,188.00
Certified Copy Fees**	6,920.00
Dog License Fees***	
1993 (\$14.00)	130.50
1994 (\$1,240.00)	8,549.00
Elections	935.00
Uniform commercial Code & Other Liens	26,354.50
Collection Fees	540.00
Filing Fees	47.00
Recording Fees	50.00
Legal Fees - Dogs	885.00
Dredge & Fill Applications	180.00
Pole Permits	20.00
Dog License Lists	50.00
Miscellaneous Receipts	<u>126.46</u>
	\$2,435,614.46
*Less Remittance to State of NH for Marriage License Fees	- 16,188.00
**Less Remittance to State of NH for Certified Copy Fees	- 4,029.00
(485 copies @ \$6.00 ea. = \$2,910.00; 373 copies @ \$3.00 ea. = \$1,119.00)	
***Less Remittance to State of NH for Dog License Fees (1,231 licenses @ \$.50 ea.)	- 615.50
Less Remittance to State of NH for Animal Population Control Fees (1,116 licenses @ \$2.00 ea.)	- 2,224.00
	<u>\$2,412,557.96</u>

Respectfully submitted,

Barbara M. Lessard
Town Clerk

Plodzik & Sanderson Professional Association

193 North Main Street Concord, N.H. 03301 (603) 225-6996

INDEPENDENT AUDITOR'S REPORT ON FINANCIAL PRESENTATION

To the Members of
the Board of Selectmen
Town of Salem
Salem, New Hampshire

We have audited the accompanying general purpose financial statements of the Town of Salem as of and for the year ended December 31, 1993, as listed in the table of contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

As described in Note 1B, the general purpose financial statements referred to above do not include the General Fixed Assets Account Group, which should be included to conform with generally accepted accounting principles. The amount that should be recorded in the General Fixed Assets Account Group is not known.

In our opinion, except for the effect on the financial statements of the omission described in the preceding paragraph, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Salem as of December 31, 1993, and the results of its operations and cash flows of its nonexpendable trust funds for the year then ended in conformity with generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The combining and individual fund financial statements listed in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the Town of Salem. Such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general purpose financial statements taken as a whole.



March 22, 1994

PLODZIK & SANDERSON
Professional Association

Plodzick & Sanderson Professional Association

193 North Main Street Concord, N.H. 03301 (603) 225-6996

INDEPENDENT AUDITOR'S REPORT ON THE INTERNAL CONTROL STRUCTURE BASED ON AN AUDIT OF GENERAL PURPOSE FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

To the Members of
the Board of Selectmen
Town of Salem
Salem, New Hampshire

We have audited the general purpose financial statements of the Town of Salem, as of and for the year ended December 31, 1993, and have issued our report thereon dated March 22, 1994.

We conducted our audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement.

In planning and performing our audit of the general purpose financial statements of the Town of Salem for the year ended December 31, 1993, we considered its internal control structure in order to determine our auditing procedures for the purpose of expressing our opinion on the general purpose financial statements and not to provide assurance on the internal control structure.

The management of the Town of Salem is responsible for establishing and maintaining an internal control structure. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of internal control structure policies and procedures. The objectives of an internal control structure are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of general purpose financial statements in accordance with generally accepted accounting principles. Because of inherent limitations in any internal control structure, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the structure to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the effectiveness of the design and operation of policies and procedures may deteriorate.

For the purpose of this report, we have classified the significant internal control structure policies and procedures in the following categories:

Activity Cycles

- Budgeting
- Treasury or financing
- Revenue/receipts
- Purchases/disbursements
- External financial reporting
- Payroll/personnel
- Data processing

For all of the internal control structure categories listed above, we obtained an understanding of the design of relevant policies and procedures and whether they have been placed in operation, and we assessed control risk.

Under the standards established by the American Institute of Certified Public Accountants, reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control structure that, in our judgment, could adversely affect the Town's ability to record, process, summarize, and report financial data consistent with the assertions of management in the general purpose financial statements. A material weakness is a reportable condition in which the design or operation of one or more of the internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities, in amounts that would be material in relation to the general purpose financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. Our consideration of the internal control structure would not necessarily disclose all matters in the internal control structure that might constitute reportable conditions and, accordingly, would not necessarily disclose all reportable conditions that are also considered to be material weaknesses as defined above.

During the course of our review, the following condition was noted that was considered to be a material weakness as defined above:

GENERAL FIXED ASSET ACCOUNTING

The Town does not maintain a record of its general fixed assets as required by generally accepted accounting principles (GAAP). In order to conform to GAAP, a detailed record of general fixed assets should be maintained. Consideration should be given to valuing the inventory of the existing fixed assets and setting policies for capitalization and removal from the system.

We are pleased to report that, during the course of our review of internal controls, no material weaknesses in the Town's accounting systems and records, other than the lack of maintaining a general fixed asset account group, were identified. Minor weaknesses or other considerations coming to our attention were generally procedural in nature and dealt with administrative or recordkeeping practices. In these instances, we made specific recommendations or provided instruction to those individuals involved during the course of our audit fieldwork. Areas discussed included:

- A. Kelley Library Fund - Monthly Bank Reconciliations
- B. Requirement of formal written approval on the "Job Invoice" by the Water Superintendent prior to demand billings.

This report is intended solely for the information and use of management and others within the administration. This restriction is not intended to limit distribution of this report, which is a matter of public record.



March 22, 1994

PLODZIK & SANDERSON
Professional Association

**STATEMENT OF APPROPRIATION
1994**

PURPOSES OF APPROPRIATIONS

GENERAL GOVERNMENT:	
Executive	195,120
Election, Registration	216,587
Financial Administration	807,926
Legal Expense	109,750
Personnel Administration	275,810
Planning and Zoning	123,110
General Government Building	189,990
Cemeteries	280,710
Insurance	403,440
Other General Government	357,872

PUBLIC SAFETY:	
Police Department	3,826,789
Fire Department	4,083,960
Building Inspection	223,756
Outside Detail	430,960

HIGHWAYS AND STREETS:	
Highways and Streets	2,064,047
Street Lighting	341,248

SANITATION:	
Solid Waste Disposal	824,619
Sewage Collection & Disposal	2,036,867

WATER DISTRIBUTION & TREATMENT:	
Water Services	1,999,212

HEALTH:	
Health Department	64,370
Animal Control	69,831

WELFARE:	
Direct Assistance	250,131
Outside Human Services	140,560

CULTURE AND RECREATION:	
Library	859,267
Parks and Recreation	188,521
Patriotic Purposes	13,680
Elderly	122,099

DEBT SERVICE:	
Principal of Long-Term Bonds	374,820
Interest of Long-Term Bonds	148,560
Interest-Tax Anticipation	156,030

CAPITAL OUTLAY:	
Capital Improvements	500,780
Special Articles	497,847

OPERATING TRANSFERS OUT:	
Capital Reserve-Roadway Imp.	661,500
Capital Projects-Bonds	6,350,000

TOTAL APPROPRIATIONS	29,189,769
=====	

SOURCES OF REVENUE

TAXES:	
Land Use Change Tax	215,400
Resident Taxes	206,080
Yield Taxes	2,190
Payment in Lieu of Taxes	21,500
Other Taxes	13,110
Interest & Penalties on Taxes	702,570

LICENSES, PERMITS AND FEES:	
Business Licenses and Permits	175,240
Motor Vehicle Permits	2,200,000
Building Permits	139,630
Other Licenses, Permits & Fees	185,100

FROM STATE:	
Shared Revenue-Block Grant	323,591
Highway Block Grant	345,564
Water Pollution Grants	163,257
Other	16,000

CHARGES FOR SERVICES:	
Income from Departments	716,600
Outside Police Detail	442,840

MISCELLANEOUS REVENUES:	
Interest on Investments	215,000
Sale of Town Property	6,820
Other	643,470

INTERFUND OPERATING TRANSFERS:	
Income from Sewer Fund	1,928,284
Income from Water Fund	1,999,212

Proceeds from Long Term Bonds	6,350,000
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Fund Balance	256,900
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TOTAL REVENUES AND CREDITS	17,268,358
=====	

GENERAL FUND
STATEMENT OF EXPENDITURES
1994

Selectmen	43,584
District Court	50,494
Town Manager	120,961
Legal	115,319
Personnel	131,603
Employee Benefits	173,800
Boards and Committees	21,892
Municipal Buildings	171,814
Finance	336,666
Data Processing	158,940
Assessing	175,278
Town Clerk	175,629
Elections	37,447
Tax Collector	125,376
Debt Services	678,610
Insurance	381,997
Engineering	236,251
Planning	121,877
Inspections	215,787
Health	63,947
Police Department	3,773,041
Fire Department	4,007,977
Animal Control	68,504
Public Works	3,017,962
Lighting	314,398
Welfare	198,335
Outside Human Services	140,560
Recreation	186,977
Elderly	114,767
Youth Services	62,579
Library	802,700
Community Contributions	14,170
Capital Improvements	459,610
Museum Repairs	5,920
Fire Vehicles	130,711
Capital Reserve - Roads	661,500
Signage Program	9,500
Gillis Terrace	5,000
Water Line - Lake St.	19,093
Outside Detail	507,328
Overlay	351,479
School District	20,386,792
County Tax	2,134,543
Temporary Loans	6,500,000

TOTAL

47,410,718

GENERAL FUND

COMPARATIVE STATEMENT OF APPROPRIATIONS
1994

	BUDGET	EXPENDED	ENCUMBERED	BALANCE
Selectmen	44,090	43,584		506
District Court	52,750	50,494		2,256
Town Manager	129,580	120,961	1,122	7,497
Legal	109,750	115,319		(5,569)
Personnel	113,327	131,603	19,045	(37,321)
Employee Benefits	135,000	173,800		(38,800)
Boards and Committees	22,040	21,892		148
Municipal Buildings	189,990	171,814	154	18,022
Finance	340,779	336,666		4,113
Data Processing	163,091	158,940	306	3,845
Assessing	179,348	175,278		4,070
Town Clerk	178,505	175,629	156	2,720
Elections	39,106	37,447		1,659
Tax Collector	129,026	125,376	300	3,350
Debt Services	679,410	678,610		800
Insurance	403,440	381,997	195	21,248
Engineering	244,574	236,251		8,323
Planning	124,130	121,877	275	1,978
Inspections	224,869	215,787	271	8,811
Health	65,297	63,947		1,350
Police Department	3,836,219	3,773,041	3,596	59,582
Fire Department	4,087,669	4,007,977	25,337	54,355
Animal Control	69,831	68,504		1,327
Public Works	3,171,541	3,017,962	16,949	136,630
Lighting	341,248	314,398		26,850
Welfare	250,943	198,335	1,166	51,442
Outside Human Services	140,560	140,560		0
Recreation	188,521	186,977		1,544
Elderly	122,099	114,767		7,332
Youth Services	62,923	62,579		344
Library	859,267	802,700	30,701	25,866
Community Contributions	13,680	14,170		(490)
Capital Improvements	500,780	459,610	42,270	(1,100)
Special Articles	1,159,347	831,724	128,329	199,294
Outside Detail	430,960	507,328		(76,368)
	18,803,690	18,037,904	270,172	495,614
Prior Year Encumbrances	377,013	348,110	4,180	24,723
	19,180,703	18,386,014	274,352	520,337
Overlay	353,694	351,479		2,215
School & County	22,521,335	22,521,335		0
TOTAL	42,055,732	41,258,828	274,352	522,552

GENERAL FUND

STATEMENT OF RECEIPTS

1994

Property Tax-Current Year	32,516,423	Tattoo Parlor Licenses	2,000
Property Tax-Prior Years	2,494,886	Food Code Manual	45
Resident Tax-Current Year	161,681	Massage Licenses	850
Resident Tax-Prior Years	15,182	Other Health Dept. Licenses	540
National Bank Stock Tax	0	Police Alarm Permits	1,570
Boat Tax	14,542	Police Reports	8,027
Land Use Change Tax	279,793	Outside Detail-Police	542,438
Yield Tax	5,193	Police Alarms	8,700
Interest on Taxes	684,943	Parking Fines	2,044
Resident Tax Penalties	1,925	Other Police Income	5,417
Miscellaneous Tax Charges	393	Witness Fees	11,743
NH Shared Revenue	889,602	Ambulance Fees	262,610
Railroad Tax	877	Other Fire Income	1,404
Highway Block Grant	345,564	Outside Detail-Fire	44,580
Civil Defense	7,559	Cemetery Lots	16,100
Highway Safety	31,361	Cemetery Openings	33,900
Water Pollution Projects	54,674	Maps-Engineering	4,136
Trotting and Racing Fees	132,300	Recycling	0
Sunday Sales	23,403	Landfill Permits	53,060
Cable Franchise Fee	88,981	Animal Control Fees	1,801
Other Business Licenses	1,687	Landfill Tonnage Charges	85,912
Elections and Registration	893	Landfill Interest	131
Public Hearings	6,238	Scrap Metal	8,552
Maps, Copies, Etc.	3,418	Welfare Charges	20,952
Land Use Ordinance	915	Welfare Liens	(13,780)
Community Profile	10	Recreation Charges	79,724
Development Handbook	5	Library Fees	15,261
Master Plan	45	Rockingham Nutrition	2,567
Planning Board	15,540	Sewer Administration Charges	36,000
Auto Permits	2,360,218	Water Administration Charges	70,000
Title Fees	13,104	Interest Earnings	394,569
Marriage Licenses	16,188	Trust Fund Income	22,629
Dog Licenses	8,679	Rent of Town Property	12,546
Civil Forfeiture	885	Court House Lease	232,315
UCC Filings	26,354	Court Fines	2,558
Certified Copies	6,920	Return-Comp. Programs	385,184
Recording & Other	391	Payment in Lieu of Taxes	21,434
Miscellaneous Clerk Fees	622	Sale of Town Property	30,227
Building Permits	134,943	Sale of Town Histories	375
Electrical Permits	22,867	Other Financing Sources	32,808
Plumbing Permits	7,744	Miscellaneous Revenues	7,436
Other Inspection Permits	3,334	Timber Harvest	3,525
WSPCC Permits	3,045	Use of Fund Balance	256,900
Food Service Licenses	23,930	Temporary Loans	6,500,000

49,616,047

GENERAL FUND

COMPARATIVE STATEMENT OF RECEIPTS
1994

	ESTIMATED	ACTUAL	EXCESS (DEFICIT)

TAXES			

Property Tax-Current Year	34,601,294	32,516,423	(2,084,871)
Property Tax-Prior Year		2,494,886	2,494,886
Land Use Change Tax	215,400	279,793	64,393
Resident Tax-Current Year	203,830	161,681	(42,149)
Resident Tax-Prior Year	2,250	15,182	12,932
Yield Taxes	2,190	5,193	3,003
Payment in Lieu of Taxes	21,500	21,434	(66)
Other Taxes	13,110	14,542	1,432
Interest & Penalties	702,570	686,868	(15,702)
LICENSES, PERMITS AND FEES			

Business Licenses & Permits	175,240	183,023	7,783
Motor Vehicle Permit Fees	2,200,000	2,360,218	160,218
Building Permits	139,630	168,888	29,258
Other Licenses, Permits & Fees	185,100	186,545	1,445
FROM STATE			

Shared Revenue	889,602	889,602	0
Highway Block Grant	345,564	345,564	0
Water Pollution Grants	54,674	54,674	
Other	16,000	39,797	23,797
CHARGES FOR SERVICES			

Income from Departments	716,600	779,560	62,960
Outside Police Detail	442,840	542,438	99,598
MISCELLANEOUS REVENUES			

Sale of Municipal Property	6,820	30,227	23,407
Interest on Investments	215,000	417,198	202,198
Other	643,470	665,411	21,941
Use of Fund Balance	256,900	256,900	0

	42,049,584	43,116,047	1,066,463

TAXES ASSESSED

1994

TAX RATE COMPUTATION

Total Town Appropriations	29,189,769
Total Revenues and Credits	(17,268,358)
Net Town Appropriations	11,921,411
Net School Tax Assessment	20,757,657
County Tax Assessment	2,134,543
Total Town, School and County	34,813,611
Business Profits Tax Reimb.	(566,011)
War Service Credits	197,300
Overlay	353,694
Property Taxes to be Raised	34,798,594
	=====

VALUATION	TAX RATE	TAXES TO BE RAISED
-----	-----	-----
\$772,101,040	\$45.07	\$34,798,594

SEWER FUND

PURPOSE	APPROP. 1994	PRIOR YEARS CARRY-OVER	EXPENDED	ENCUMBERED	BALANCE + (-)
Personnel Services	134,677		130,111		4,566
Supplies	3,750		4,177		(427)
Services & Other Charges	1,898,440		1,512,658		385,782
Capital	0		0		0
<hr/>					
TOTAL	2,036,867	0	1,646,946	0	389,921
<hr/>					
	APPROP. 1994	RECEIVED	BALANCE		
Revenue	2,036,867	2,147,862	110,995		

WATER FUND

PURPOSE	APPROP. 1994	PRIOR YEARS CARRY-OVER	EXPENDED	ENCUMBERED	BALANCE + (-)
Personnel Services	302,572		306,725		(4,153)
Supplies	11,970		13,403		(1,433)
Services & Other Charges	883,270	203,259	831,430	11,651	243,448
Capital	801,400		386,897	6,930	407,573
<hr/>					
TOTAL	1,999,212	203,259	1,538,455	18,581	645,435
<hr/>					
	APPROP. 1994	RECEIVED	BALANCE		
Revenue	1,999,212	1,916,458	(82,754)		

CAPITAL PROJECTS FUND

PURPOSE	APPROP. 1994	PRIOR YEARS CARRY-OVER	EXPENDED	ENCUMBERED	BALANCE + (-)
Water Improvements		6,929	2,127		4,802
Water Treatment Plant	4,500,000		2,416,499		2,083,501
Road Improvements	1,650,000		1,471,730		178,270
Road Improvements	200,000		200,000		0
TOTAL	6,350,000	6,929	4,090,356	0	2,266,573

CAPITAL PROJECTS FUND 1994

Cash on hand 1/1/94	12,188
Receipts: Interest	95,127
Bond Proceeds	6,350,000
Payments	(3,766,387)
Cash on hand 12/31/94	2,690,928

CONSERVATION COMMISSION 1994

Cash on hand 1/1/94	263,926
Receipts: Interest	7,937
Land Use Change Tax	50,000
Timber Harvest	7,051
Payments	(7,810)
Cash on hand 12/31/94	321,104

STATEMENT OF TOWN DEBT
FOR THE YEAR ENDING DECEMBER 31, 1994

ISSUE DATE	AMOUNT ORIGINAL ISSUE	INTEREST RATE	FINAL PAYMENT	1/1/94 OUTSTANDING DEBT	RETIRED DURING YEAR	NEW ISSUES	OUTSTANDING PRINCIPAL 12/31/94	PRINCIPAL DUE 1995	PAYMENTS SUBSEQUENT YEARS
WATER BONDS									
1965	550,000	3.40	7/15/95	30,000	15,000		15,000	15,000	0
1967	200,000	4.40	9/15/97	20,000	5,000		15,000	5,000	10,000
1978	780,000	6.19	12/1/98	175,000	35,000		140,000	35,000	105,000
1982	250,000	9.05	12/1/97	46,800	11,200		35,600	11,200	24,400
1985	600,000	9.20	3/01/05	398,630	37,059		361,571	37,500	324,071
1986	1,250,000	6.80	7/15/01	655,000	85,000		570,000	85,000	485,000
1987	92,782	7.40	1/15/08	68,782	4,600		64,182	4,600	59,582
1990	250,000	6.90	7/15/00	175,000	25,000		150,000	25,000	125,000
1994	4,500,000	5.83	5/15/14			4,500,000	4,500,000	225,000	4,275,000
	8,472,782			1,569,212	217,859	4,500,000	5,851,353	443,300	5,408,053
SEWER BONDS									
* 1967	500,000	4.20	9/15/97	40,000	10,000		30,000	10,000	20,000
1978	450,000	6.18	12/1/98	100,000	20,000		80,000	20,000	60,000
* 1982	600,000	9.05	12/1/97	107,240	27,160		80,080	27,160	52,920
1985	6,200,000	9.20	3/01/05	4,116,370	382,941		3,733,429	387,500	3,345,929
* 1987	2,207,218	7.08	1/15/08	1,631,218	110,400		1,520,818	110,400	1,410,418
	9,957,218			5,994,828	550,501	0	5,444,327	555,060	4,889,267
MUNICIPAL BONDS									
1982	2,100,000	9.05	12/1/97	377,880	94,920		282,960	94,920	183,040
	2,100,000			377,880	94,920	0	282,960	94,920	188,040
HIGHWAY BONDS									
1979	1,700,000	5.70	5/01/94	100,000	100,000		0		
1982	150,000	9.05	12/1/97	28,080	6,720		21,360	6,720	14,640
1994	1,650,000	5.43	8/15/04			1,650,000	1,650,000	165,000	1,485,000
1994	200,000	5.70	8/15/99			200,000	200,000	40,000	160,000
	3,700,000			128,080	106,720	1,850,000	1,871,360	211,720	1,659,640
TOTALS	24,230,000			8,070,000	970,000	6,350,000	13,450,000	1,305,000	12,145,000
=====	=====			=====	=====	=====	=====	=====	=====

* Partial or full payments of principal and interest guaranteed by State of New Hampshire.



OFFICIAL BALLOT
TOWN ELECTION AND
SCHOOL DISTRICT ELECTION

TOWN OF
SALEM, NEW HAMPSHIRE

March 8, 1994

Michael J. Carney

MICHAEL J. CARNEY,
SCHOOL DISTRICT CLERK

Barbara M. Lessard

BARBARA M. LESSARD, TOWN CLERK

INSTRUCTIONS TO VOTERS

1. To vote, complete the arrow(s) pointing to your choices, like this
2. To write-in a candidate not on the ballot, write the name on the line provided for the office and complete the arrow pointing to the write-in line, like this

SCHOOL DISTRICT

For School Board Member

THREE YEARS Vote for TWO:

PAMELA R. BERRY 1766

STEPHEN W. BUCO 1465

ANTHONY J. DeROSA 727

DONNA E. FELPEL 1056

FRED A. KRUSE 1485

WRITE-IN 11

WRITE-IN

TOWN OFFICES

For Town Moderator

TWO YEARS Vote for ONE:

LAURENCE N. BELAIR 2945

WRITE-IN 46

For Supervisor of the Checklist

SIX YEARS Vote for ONE:

JOAN SABATINI 2853

WRITE-IN 20

For Selectman

THREE YEARS Vote for TWO:

ROBERT LEO ELLIS 2291

GEORGE P. JONES, III 1997

JOHN J. MANNING, JR. 1782

WRITE-IN 92

WRITE-IN

For Budget Committee

THREE YEARS Vote for TWO:

STEPHEN CAMPBELL 2503

WILLIAM L. RUOD 2366

WRITE-IN 48

WRITE-IN

For Budget Committee

ONE YEAR Vote for ONE:

HARLEY G. FEATHERSTON 2639

WRITE-IN 30

For Trustee of Trust Funds

THREE YEARS Vote for ONE:

TERRENCE GERLICH 2582

WRITE-IN 18

For Library Trustee

THREE YEARS Vote for ONE:

JAMES W. CARPENITO 1041

THORSTEINN GISLASON 388

ROSEMARIE HARTNETT 1745

WRITE-IN

TURN OVER TO
CONTINUE VOTING

ZONING ARTICLES

ARTICLE 2 Are you in favor of the adoption of Amendment No. 1 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would rezone properties known as 11 and 19 North Policy Street, shown on Tax Map 88, Lots 3791 and 3793, and a portion of land known as 17 North Policy Street, shown on Tax Map 88, Lot 3792, from partly Residential-partly Commercial Industrial B District to Residential District.)

2042
YES ←
NO ← 1107

ARTICLE 3 Are you in favor of the adoption of Amendment No. 2 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would rezone property known as 59-65 Cluff Road shown on Tax Map 118, Lot 719, from partly Residential-partly Commercial Industrial B District to Residential District.)

2096
YES ←
NO ← 1030

ARTICLE 4 Are you in favor of the adoption of Amendment No. 3 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would restrict the size and number of retail stores on lots in the Commercial-Industrial B District located between Route 93 and North and South Policy Streets.)

2417
YES ←
NO ← 768

ARTICLE 5 Are you in favor of the adoption of Amendment No. 4 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would require at least 50% of the required open space in an Open Space Preservation development to be non-wetland area.)

2199
YES ←
NO ← 909

ARTICLE 6 Are you in favor of the adoption of Amendment No. 5 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would add a definition of recreational vehicles to the Floodplain Development Ordinance.)

2100
YES ←
ND ← 859

ARTICLE 7 Are you in favor of the adoption of Amendment No. 6 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would add restrictions regarding recreational vehicles to the Floodplain Development Ordinance.)

2178
YES ←
NO ← 805

ARTICLE 8 Are you in favor of the adoption of Amendment No. 7 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would allow the Chief Building Official to grant waivers for minor pre-existing setback violations.)

1850
YES ←
NO ← 1184

ARTICLE 9 Are you in favor of the adoption of Amendment No. 8 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would adopt a roadway improvement impact fee ordinance.)

1694
YES ←
NO ← 1297

ARTICLE 10 Are you in favor of the adoption of Amendment No. 9 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would create a Depot Revitalization District in the Salem Depot area under RSA 674:21 [Innovative Land Use Controls] to permit mixed residential, commercial, and office uses with requirements for parking, site design, and open space; and with limitations on traffic impacts.)

1747
YES ←
NO ← 1415

ARTICLE 11 Are you in favor of the adoption of Amendment No. 10 to the Town Zoning Ordinance and Zoning Map as proposed by petition of the voters of this Town? (This amendment would rezone the residential portion of land known as 59-65 Cluff Road, shown on Tax Map 118, Lot 719 to Highway Commercial District.) The Planning Board disapproves this amendment.

623
YES ←
NO ← 2466

ARTICLE 12 Are you in favor of the adoption of Amendment No. 11 to the Town Zoning Ordinance and Zoning Map as proposed by petition of the voters of this Town? (This amendment would rezone certain properties located north of Butler Street and east of Wheeler Avenue from Rural District to Residential District.) The Planning Board approves this amendment.

2146
YES ←
NO ← 966



OFFICIAL BALLOT
NON-BINDING REFERENDUM

TOWN OF
SALEM, NEW HAMPSHIRE
March 8, 1994

Barbara M. Lessard
BARBARA M. LESSARD, TOWN CLERK



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NON-BINDING REFERENDUM

"Do you support allowing electronic games of chance to be operated at Rockingham Park Racetrack under the conditions that:

1. The Town of Salem shall have the final authority to accept or reject any proposal after specific conditions are established; and
2. The Town of Salem shall receive not less than 5% of net terminal income from any electronic games of chance?"

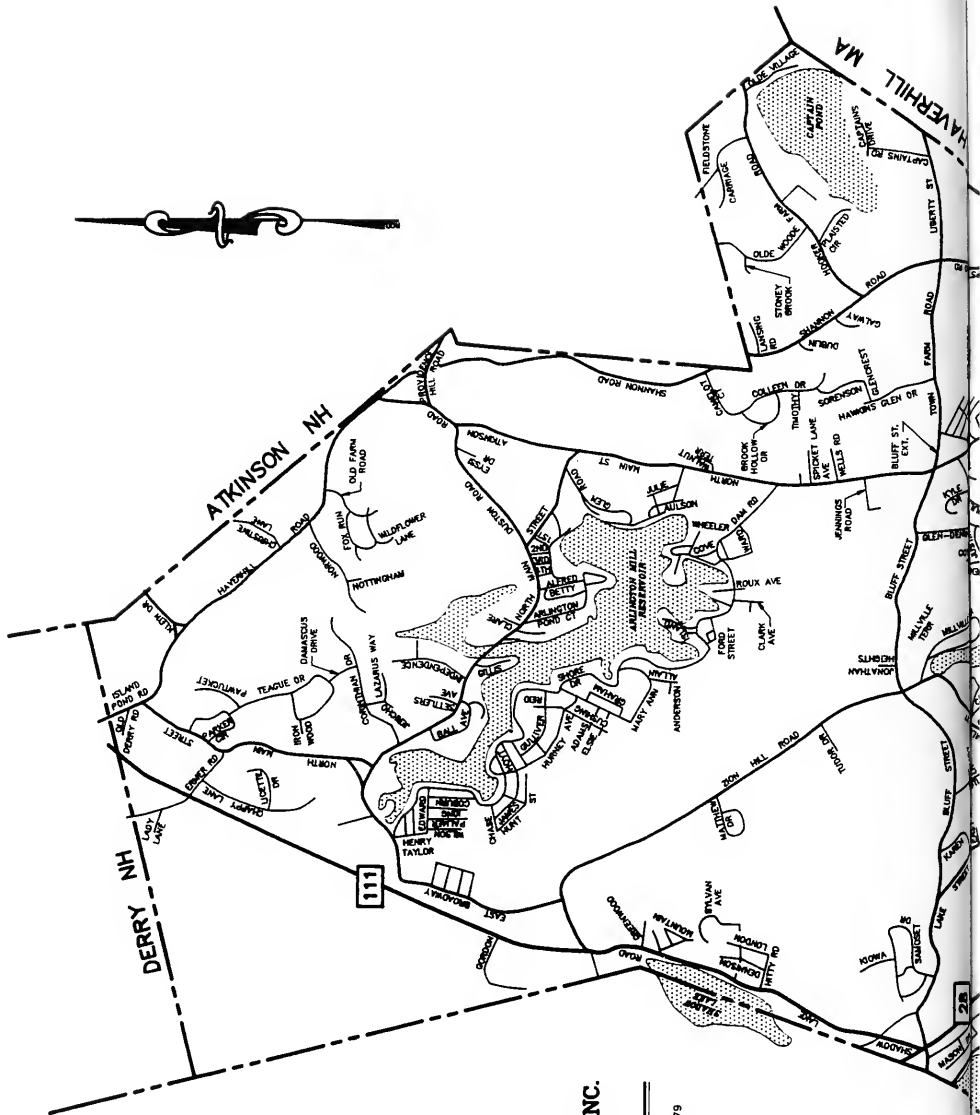
YES 1932

NO 1690

STREET LISTING

A Street C4
 Ackerman St. E3
 Adams Ave. D6
 Aldonna Ave. D6
 Alexander Ave. C4
 Alfred Dr. D7
 Allain Ave. D6
 Alma Ave. C4
 Alta Ave. D4
 Anderson Ave. D6
 Angela Dr. Ackerman's Trl Prk
 Ann Ave. E1
 Ansel Ave. E2
 Appaloosa Rd. E3
 Arlington Pond Ct. D7
 Arlington Shore Dr. E6
 Arrow Drive Ackerman's Trl. Prk.
 Arthur St. Willows-S. Bdwy.
 Asbury St. C4
 Ash St. B4
 Ashwood Ave. F3
 Atkinson Rd. E7
 Audrey Ave. E5
 Aulson Dr. D6
 Aurora D7
 Azarian Rd. D1
 Bagnell Ave. D2
 Bailey Rd. B3
 Baldwin St. E2
 Ball Ave. D7
 Banks Ave. D7
 Bannister Ave. E4,E5
 Barbara Ave. E2
 Barron Ave. D1
 Beatrice Rd. D3
 Belair Lane C4
 Bell Dr. Ackerman's Trl. Prk.
 Belmont St. D3
 Benning Ave. E1,E2
 Bernice Ave. D3
 Betty Lane. D7
 Betty Lee Terr. C4
 Beverly Ave. C4
 Birch Hill Rd. F2, F3
 Birch Rd. B5
 Birchwood Rd. F3
 Blake Rd. D6
 Blue Fox Run E2
 Bluff St. C5, D5
 Bluff St. Exten. E5
 Bodwell E4
 Bonnano Rd. D6
 Bounty Court. E2
 Bowyer Lane C3
 Bradford Dr. D4
 Brady Ave. B2, C1
 Brentwood Ave. F1
 Brian Ave. C4
 Briar Ave D4
 Bridge St. E4, F3
 Bridle Path Lane E3
 Brookdale Rd. B4,B3,A3
 Brookhollow Dr. E6
 Brookwood Dr. Rcknghm Trl. Prk.
 Brown St. E4
 Bucheri Ave./ Edwins Ln. E3
 Budron Ave. F1
 Burns Rd. B4
 Buss Rd. B4
 Butler St. E2,F2
 Caddy Dr. Ackerman's Trl. Prk.
 Camelot Crt. E6
 Campbell St. Tisdale Trl. Prk.
 Canobie Ave. B4
 Capital Rd. Muse Trl. Prk.
 Captains Dr. F5
 Captains Rd. F5
 Car Mar Lane, D5
 Carnick Rd. Kachadorian Tr. Prk.
 Carol Ave. E1
 Carriage Lane F6
 Cassidy Avek. A2
 Castle Rd. Shadow Lk. Tr. Prk.
 Catherine Rd. C4
 Centerville Dr. D4
 Central St. C3
 Chappy Lane C8
 Charles St. C7
 Chase St. C7
 Chatham Circle D2
 Christine Lane. D8
 Church Ave. C3
 Cindy Ave. A2
 Clare Lane D7
 Clark Ave. D6
 Clay St. E5
 Clifton Ave. C4
 Clinton St. C3, C4
 Clover Court. D7
 Cluff Cross Rd. D2
 Cluff Rd. D2,E2
 Clydesdale Rd. E3
 Coburn St. C7
 Cole St. E3
 Colleen Dr. E6
 Colonial Dr. E3
 Commercial Dr. B3
 Community St. B5
 Concord Coach Dr. B1
 Connell Rd. C4
 Corinthian Dr. D7
 Corliss St. C4
 Cornwell Court C3
 Cortland Dr. C1
 Cote Rd. D5
 Cove Rd. D6
 Cove Rd. Ext. D6
 Craft Ave. D7
 Crescent Circle D5
 Crescent St. D4,D5
 Crestwood Circle D1
 Cross St. D1,D2
 Cushing Rd. D6, D7
 Cypress St. E2
 Daisy Rd. Coles Trl Prk.
 Damascus Dr. D7,D8
 Dana Rd. E3
 Danridge Ave. C4
 Daniel Lane D7
 Darryl Lane C4
 Dart Dr. Ackermans Trl. Prk.
 David Terrace D1
 Dawn St. (George Ave.) E4
 Dawson Ave. E4
 Dean Ave. E3
 Delaware Dr. C2
 Dennis Dr. C4
 Dennison Ave. C6
 Dewey St. C4
 Dexter Rd. E3
 Dexter Terrace D6
 Diamond Ave. E2
 Dorion Rd. B6
 Dominic Dr. E3
 Doris Court E2
 Douglas Dr. E4
 Dublin Way E6
 Duffy Ave. D1, D2
 Dunbar Terrace D4
 Durham Rd. E2
 Duston Rd. D7, E7
 Dwight Ave. D4
 Dyer Ave. C4
 Dyson Dr. B4
 Eagle Dr. E1
 Earl St. C4
 East Broadway C7
 Easy St. E2
 Eaton St. E2
 Edwards St. C7
 Eleanor St. E2
 Ellsmere Ave. D4
 Elmwood Ave. E4
 Elsie St. D6
 Emerson Way E5
 Emery St. B4
 End St. Rockingham Trl Prk.
 Enterprise Dr. C2
 Equestrian Rd. E3
 Ermer Rd. C8
 Evelyn St. F2
 Evergreen Rd. D7
 Ewins Lane E3
 Eyssi Dr. E7
 Fairmont Rd. C3
 Falcon Rd. Echo Trl Prk.
 Fieldstone Lane F6
 Felch Ave. E5
 Fern Rd. Cole's Trl Prk.
 Field Ave. D4, D5
 Fielder Ave. D1
 Fir St. E3
 First St. D7
 Floral Ave. E3, F3
 Florence Ave E2
 Flume Rd, Not Shown - Sly Can. Lk
 Ford St. D6
 Forest Lane Cluff Cr. Apts.
 Fourth St. D7
 Fox Run Lane D7
 Francis St. C4
 Franklin St. C4
 Franz Rd. D6
 Frary St. C7
 Fraser Dr. F2
 Freedom Dr. D3
 Friendship Dr. Good Luck Trl Prk.
 Gail Rd. B5
 Galway Lane E5
 Garabedian Dr. E1
 Gardner Ave. C4
 Garrison Rd. E3
 Gen'l Pulaski Dr. E5
 George Ave. (Dawn St.) E4
 Geremonty Dr. D3, D4
 Gibney Circle F1
 Gillis Terrace D7
 Glen Rd. E7, D6
 Glen Denin Dr. D5
 Glencrest Rd. E5
 Globe Dr. Echo Trl Prk.
 Gloria Rd. C4
 Golden Oaks Dr. B1, B2
 Goodridge Ave. B4
 Gordon Ave. C7
 Graham Ave. D6
 Granite Ave D3
 Green Ave. D1
 Greenacre Dr. D1
 Greenwood St. C6
 Griffin St. C7
 Grove Ave. D5
 Gulliver Ave. C7, D7
 Guy St. E2
 Hagop Rd. Kachadorian Trl Prk.
 Haigh Ave. D1
 Hampshire Rd. E1
 Hampshire St. E1
 Hampstead Rd. F4, F5
 Hampstead St. F4
 Hannagan Rd. B4
 Hanson Ave. D1
 Harris Rd. B5
 Haverhill Rd. D8, E8, F7
 Hawkins Glen Dr. E5
 Hawthorne Rd. E3, F3
 Helen Rd. C4
 Henderson Circle D4
 Henry St. C4
 Henry Taylor St. C7
 Hickory Lane E3
 Hidden Rd. B5
 High St. C6
 Highland Ave. D4
 Hill St. C4
 Hillcrest Rd. E1
 Hillside Ave. C6
 Hitty Rd. C6
 Hooker Farm Rd. E5, F6
 Howard St. C4
 Hoyt St. C7
 Hunt St. C7
 Hunters Run E2
 Hurney Ave., C7, D7
 Hutch Rd. F3
 Independence Dr. D7
 Industrial Way B3
 Iris Ave. F3
 Ironwood Dr. D8
 Irving St. C4
 Island Rd. D6
 Island Pond Rd. D8
 Jacob St. C2
 Jean Ave. A2
 Jennings Rd. E5
 Jericho Lane D7
 Jewell Dr. B3
 Jill Rd. B5
 Joanne Rd. C4
 Johnathan Heights D5
 Johnson Ave. D4
 Joseph Rd. C4
 Joyce Heard Ave. D1
 Julie Ave. E6
 Juniper Rd. E3
 Justin Rd. D5
 Karen Lane C5
 Keefe Ave. E4
 Keewaydin Dr. B3, C3
 Kelly Rd. D2
 Kenthill Rd. E5
 Kenyon Rd. E6
 Kim Rd. D4
 Kimball St. E5
 King St. C7
 Kiowa Rd. C5
 Kitteridge Ave. E5
 Klein Dr. D8

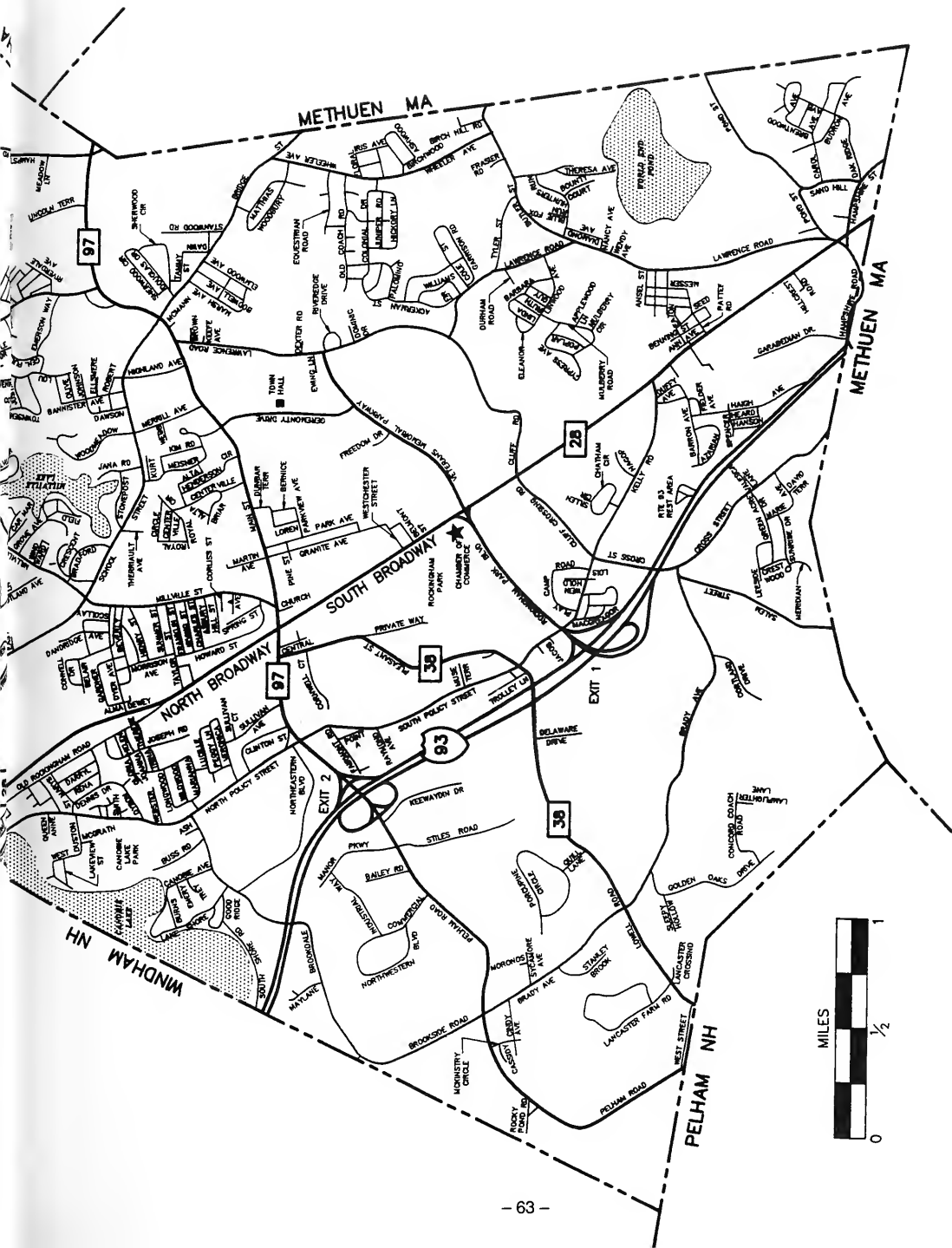
TOWN OF SALEM



THIS MAP PREPARED BY:
FREDETTE ASSOCIATES INC.
 PROFESSIONAL ENGINEERS AND
 LAND SURVEYORS

389 Main Street, Salem, New Hampshire 03079
 Tel. (603) 853-7457





STREET LISTING

Kozy St. Salem Willows Trl Prk.
 Kozy Terr. Salem Willows Trl Prk.
 Kurt Ave. D4
 Kyle Dr. E5
 Lady Lane C8
 Lake Shore Rd. B4
 Lake St. C4, C5, B5
 Lakeside St. B4, B5
 Lakeview St. B4
 Lamplighter Lane B1
 Lancaster Crossing B1, B2
 Lancaster Farms Rd. A2
 Lancelot Crt Appart. Dr.
 Lansing Dr. E6
 Lantern Lane C4
 Laurel Rd. Cole's Trl Prk.
 Lawrence Rd. E1, E2, E3, E4
 Lazarus Way D7
 Leeside Dr. D1
 Lemay Rd. E5
 Liberty St. F5
 Lincoln Terrace E4, E5
 Linda St. E2
 Linwood Ave E2
 Lisa Rd. Kachadorian Trl Prk.
 Lisette Dr. C8
 Littlefield Ave. B4
 Lois Lane D2
 London Rd. C6
 Longwood Rd. B4, C4
 Loren Ave. D3
 Lou Ave. D4, D5
 Lou-Al Lane D6
 Lowell Rd. A2, B2, C2
 Lucille Ave. C4
 Lyndale Ave. D5
 MacFarland Rd. C2
 MacGregor Ave. C2
 MacLarnon Rd. E2
 MacMillan Rd. E5
 Magnolia Ave. E4
 Mahoney Ave. E5
 Main St. C3, D3, D4, E4, F4
 Manor Parkway B3
 Maple Place C3
 Marianna Rd. C4
 Marie Ave. D1
 Marigold Rd. Cole's Trl Prk.
 Maronos Dr. B2
 Marsh Ave. E4
 Martin Ave. D4
 Mary Ann Ave. D6, D7
 Mary's Lane D6
 Mascorna Rd. C5
 Mason Dr. B5
 Mathias St. E3, E4
 Matthew Dr. C6
 Mayberry Ave. D4
 Maylane Dr. A3, B4
 McGrath St. B4
 McKinsty Circle A2
 McLaughlin Ave. E5
 McMann Court E4
 Meadow Lane E5
 Meisner Circle D4
 Meisner Rd. D4
 Meridan Dr. D1
 Merrill Ave. D4
 Messer Ave. E2
 Mildred St. E2
 Mill Pond Rd. C7
 Millville Ave. Near Millville
 Millville Circle D5
 Millville St. C4, C5, D5
 Millville Terrace D5
 Morgan Circle E3
 Morningside Ct. E1
 Morrison Ave. C4
 Mountain Ave. C6
 Mulberry Circle E2
 Mulberry Rd. E2
 Muse Terrace C3
 Nancy Ave. E2
 Nash St. C2
 Nelson St. Tinsdale Trl Prk.
 Nolet Ave. D6
 No Broadway C3, C4, C5, B5
 No Main St. E4-7, D7, C7, C8, D8
 No Policy St. B4, B5, C3, C4
 Northeastern Blvd. C3
 Northwestern Blvd. B3
 Norwood Rd. D7, D8
 Nottingham Lane D7
 Norwell Crt. D7
 Oak Ave. E5
 Oakridge Ave. F1
 Old Coach Rd. E3
 Old Derry Rd. D8
 Old Farm Rd. D7, E7, E8
 Old Rockingham Rd. B5, C4, C5
 Old Village Rd. F6
 Olde Woode Rd. F6
 Olive Ave. D4
 Orchard Terrace B4
 Otis Ave. E1, E2
 Palm Rd. D6
 Palmer St. C7
 Palomino Rd. E3
 Paris St. D7
 Park Ave. D3
 Parker Circle D8
 Parkview Ave. D3
 Pattee Rd. E1
 Pawtucket D8
 Peak Ave. D6
 Peck Ave. D6
 Peel B5
 Peggy Lane C4
 Pelham Rd. A2, A3, B2, B3
 Penobscot Ave. B5, C5
 Pine Ave. E5
 Pine St. D3
 Plaisted Circle F5, F6
 Playcamp Rd. C2, D2
 Pleasant St. C2, C3
 Pleasant St. Ext. C2, C3 Private
 Point A Rd. C3
 Pond St. E1, F1
 Poplar Rd. E2
 Porcupine Circle B2
 Princess Dr. Suburban Trl Prk.
 Providence Hill Rd. E7
 Pumping Station Rd. B5
 Queen Anne Lane B5
 Quill Lane B2
 Range Rd. B5
 Raymond Ave. C3
 Redwood Ave. F3
 Reid Ave. D7
 Rena Ave B3, C3
 Ridgeview Ave. F1
 Riverdale St. E5
 Robert Ave. D4
 Robertson St. E4
 Rockingham Prk Blvd. C2, D2
 Rocky Pond Rd. A2
 Rocky Rd. A2
 Rolfe St. C7
 Rosemary St. Tisdale Trl Prk.
 Rosewood Ave. E1, E2
 Roux Ave. D6
 Royal Circle D4
 Ruth St. E2
 Salem St. C1, D1
 Samoset Dr. C5
 Sand Ave. E5
 Sandhill Rd. E1
 Sandy Beach Rd. D7
 School St. C4, D4, E4
 Scollay Circle C4
 Scotland Ave. C5
 Second St. D7
 Seed St. E1
 Senter St. E2
 Settlers Ave. D7
 Shadow Lake Rd. B5, B6, C6
 Shady Lane C5
 Shannon Rd. E5, E6, E7
 Shepard Ave. E3
 Sherwood Circle E4
 Shetland Circle E3
 Shore Dr. D6, D7, C7
 Short St. E3
 Sillen Circle D2
 Smith St. B4
 Sorenson Rd. E5, E6
 So Broadway C2, D2, D3, E1, E2
 So Policy St. C2, C3, D2
 So Shore Rd. B4
 Spencer Ave. D1
 Spicket Ave. E5
 Spicket Lane Ave E6
 Spring St. C4
 Stanley Brook Dr. B2
 Stanwood Rd. E4
 Stiles Rd. B2, B3
 Stone Post Rd. D4
 Stoneybrook Rd. E6, F6
 Streeter Ave. D1
 St. Mary's Lane B4, B5, C5
 Sullivan Ave. C3, C4
 Sullivan Ct. C4
 Summer St. C4
 Summit St. B4
 Sunrise Dr. D1
 Sunset Rd. D7
 Sycamore Ave. B2
 Sylvan Dr. C6
 Tammy St. E4
 Taylor St. C4
 Teague Dr. D8
 Telfer Cir. Off Freedom Dr. D3
 Theresa Ave. F2, E2
 Theresa Rd. C4
 Theriault Ave. D4
 Third St. D7
 Tilton Terr. D7
 Timothy Lane E6
 Town Farm Rd. E5, F5
 Townsend Ave. D5
 Trailerhorne Dr. Nutter Trl Prk.
 Traveler Dr. Cain's Trl Prk.
 Trey Circle B4
 Trina Rd. C4
 Trolley Lane C2
 Tudor Dr. D5
 Twinbrook Ave. F1
 Tyler St. E2
 Union St. C6
 Vagabond Rd. Shadow Lk Trl Prk.
 Valeska Lane D1
 Veronica Ave. C4
 Veteran's Mem Pkwy D3, E3
 Walnut Terr. E6
 Walter Palmer Lane D5
 Ward Ave. D6
 Webb St. D4
 Webster St. B4
 Weinhold Terrace D2
 Welch Circle E3
 Wells Ave. E5
 Wendy Ave F2
 West Duston B4
 W Passage Rd. Ackerman Trl Prk.
 West St. A2
 Westchester St. D3
 Westerdale Ave. E5
 Westpassage Ackerman Trl Prk.
 Westwood Rd. D5
 Wheeler Ave. F2, F3, E3
 Wheeler Dam Rd. D6
 Wildwood Lane B4, B5
 Williams St. E3
 Willow St. C4
 Wilson St. C7
 Windward Terrace D5
 Winter St. Tisdale Trl Prk.
 Wood Lane C4
 Woodbury St. E3, E4
 Woodland Ave. D5
 Woodlawn Terrace C2
 Wreck Ave. D6
 Zion Hill Rd. C7, D5, D6

NOTES

NOTES



Salem, New Hampshire

EMERGENCY NUMBERS:

Ambulance	911
Fire	911
Police	911

IMPORTANT NUMBERS:

Connecting all Departments (Except Police, Fire, Public Works & Senior Center)	893-5731
District Court	893-4483
Animal Control Services	893-2335

Fire Department & Ambulance:

Emergency	911
Business Calls	898-9774

Police:

Emergency	911
Business Calls	893-1911

Fuel Assistance 898-8435

Housing Authority 898-6417

Kelley Library 898-7064

Landfill 893-1751

Public Works Department 893-5305

Senior Citizens Center 893-8607

New Hampshire Registry of Motor Vehicles 893-8734

School Department:

Superintendent of Schools	893-7040
Barron School	893-7067
Mary Fisk School	893-7051
Walter Haigh School	893-7064
Lancaster School	893-7059
North Salem School	893-7062
Soule School	893-7053
Woodbury School	893-7055
Salem High School	893-7069